

For Clare, Grace and Katie

‘Hospitalableness’

Can the sub-traits of hospitalableness
be identified, measured in individuals
and used to improve business
performance?

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Abstract

Motives for hospitality were considered by Telfer (1996) when she argued that not only might some people have a higher innate propensity for hospitality than others, but that these people may be drawn to work in the hospitality industry. At the point of service the profit motive may be secondary to more altruistic motives of hospitableness such as the simple enjoyment of the act or a desire to serve others and, if true, it is possible that contrary to assertions by Ritzer (2007), *genuine* hospitableness could be found in the hospitality industry. However what impact would deliberately identifying and employing individuals with a high natural propensity to hospitableness have on customer satisfaction or business performance?

This DBA thesis is the compilation of a five document research arc that explores these ideas. It seeks to understand the traits of hospitableness through a motives-based conceptual framework and then uses this model to inform the development of a profiling instrument that aspires to measure them in individuals. It looks for answers to Telfer's challenge about differing levels of natural propensity for hospitableness, and attempts to correlate the results against measures of business performance.

The documents chart the development of a hospitableness profiling instrument through a number of iterations. Although it ultimately demonstrated high levels of internal reliability, validity analysis proved

inconclusive due to a lack of appropriate third-party calibration measures and a concern over the high face validity of the question bank.

In the last stage of the research the hospitableness profiling tool was deployed in a commercial setting with a group of pub tenants and business owners. The (non-validated) hospitableness scores achieved by participants were then tested for correlation against sales and mystery customer information provided by a regional brewery. Although no relationship was found a number of mitigating factors were acknowledged that may have been significant and the document concludes with clear areas for further post-doctoral research identified.

- RITZER, G. (2007) Inhospitable Hospitality? IN LASHLEY, C., MORRISON, A. & LYNCH, P. (Eds.) *Hospitality: A Social Lens*. Amsterdam, Elsevier.
- TELFER, E. (1996) *Food for Thought: Philosophy and food*, New York, Routledge.

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DOCTOR OF BUSINESS ADMINISTRATION

'Hospitableness'

Can the traits of 'hospitableness' be quantified, measured in individuals and used to improve business performance?

Document One

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1. Overview

It could be argued that the growth of the 'hospitality industry' as a business activity and field of study has disguised the true origins of 'hospitality' and that as a phrase the term is somewhat disingenuous. In loose terms hospitality can be described as the giving of food, drink and accommodation. The hospitality industry is so named because it provides all of these in a commercial transaction that rewards the business owners with an income for the services they provide. However, if the notion of hospitality is tracked back to its' earlier cultural and ethnic origins then themes emerge about hospitality being an altruistic activity, an obligation placed by society on individuals and a reciprocal arrangement between host and guest. Some of the established literature (Dark and Gurney 2000, Ritzer 2004, Jones 1996, Lashley 2000a) implies that the 'hospitality industry' (an American term that came to prominence in the 1980's to group the activities of hotels, pubs, restaurants, guest houses and the like) can never truly be 'hospitable'. It is the underlying hypothesis of this research that it can, because the influence of social, historical and cultural factors mean that some people are naturally hospitable in their character. If these people are drawn to work in the 'hospitality industry' then at the point of delivery the hospitality received by the customer is given as much for genuine as commercial motives. While it could be argued that many of these naturally hospitable people are ultimately drawn to work in the hospitality industry as business owners (typically running small guest houses or pubs), the focus of this study will be on how to identify the traits of hospitableness in potential *staff* recruits in

public houses, and on whether or not employing higher than average proportions of naturally hospitable people has a significant impact on sales performance as measured through company accounts.

At the start of the research into the topic it is planned to complete an extensive literature review, the early findings of which are set out in this text to provide a map for the extended work in Document 2. This document then charts an outline of how the research topic will be investigated, breaking down the research question into smaller areas to be tackled in Documents 3, 4 and 5, and explains in turn the research methodology and rationale for each. These should not be viewed as definitive, more indicative at this stage, with fine tuning and refocusing taking place as the research progresses.

Finally, the ethical and political issues the researcher expects to encounter are discussed.

2. Problem and Issue Description

It has been claimed that the hospitality industry represents a contradiction in terms. Over a decade ago Heal said that the "hospitality industry [suggests] an immediate paradox between generosity and the exploitation of the market place (Heal, 1990, p1). Heal recognised the tension between hospitality as a giving function, yet the commercial setting being about exchange (service for money). As recently as 2006 Ritzer comments that acts of hospitableness involve being hospitable for genuine motives. For this reason it is possible to argue that commercial hospitality is inhospitable because hospitable behaviour is being provided for ulterior motives to gain commercial advantage. An emerging theme is that for hospitality to be real it should be selflessly given. Lashley (2000a) also says that good hospitality requires the right motives, indicating a nobility to the act of hospitality that he suggests is sullied in the business context. However, despite the arguments that dismiss the idea of the genuineness of hospitality in a commercial context there are voices of dissent beginning to appear, in particular the philosopher Elizabeth Telfer. Writing in Lashley et al (2000b, p45) she argues that individuals who possess naturally hospitable traits may be attracted to the commercial sector and deliver *genuinely* hospitable behaviour. Telfer contends that "to say that a commercial host cannot be said to behave hospitably simply on the ground that he is paid for his work is like saying that doctors cannot be said to behave compassionately because they are paid for what they do....both may be fully possessed of the trait in question if they show it in private as well as professional life, and both may have chosen their particular profession precisely because they possess that trait."

This study sets out to develop Telfer's idea by first taking it back a level to ask whether these 'hospitable traits' exist, what they might be and how they could be identified in job applicants to the hospitality sector.

The logical question which then follows is why this is important - whether or not there is a link between the employment of 'naturally hospitable' people and the sales performance of the units they work in. The pursuit of genuine hospitality in commercial premises may be an honourable objective, but no activity is worth doing in business unless it has a clear link to profit. So does the provision of 'genuine' hospitality actually matter? Lashley argues that "the provision of genuine hospitality can be an important way of building competitive advantage over those who do not understand its true meaning" (2000a, p20). He is not alone. Amongst others Morrison and Wearne (1996), Wood (2000) and Kotler et al (2003) have all argued that people, and specifically their interaction with customers, are the most vital element in the success of a hospitality business.

Research Aim

The aim of this research is to examine the notion of 'hospitableness' emerging in the hospitality literature, to quantify individual traits of hospitableness, to develop an instrument to measure them in a selection process, and to test whether this knowledge can be used to improve sales performance of pubs through the employment of staff who are naturally hospitable.

Research Questions

- What are the traits of 'hospitableness'?
- Can an instrument be developed that can reliably identify the traits of hospitableness?
- Are some people naturally more hospitable than others?
- What impact does employing naturally hospitable people have on sales performance in the pub sector?

Literature Overview

Hospitality (background)

Classic definitions of hospitality all centre on a domestic setting, and in particular “the giving of food, drink and sometimes accommodation to people who are not regular members of a household” (Telfer 1996, p83). Hospitality was often a cultural or religious obligation (Lockwood et al 1996, p3) and the hospitality relationship is often defined as one where mutuality of obligation and reciprocity are central. In a commercial setting this is substantially diminished with the settlement of a bill (relieving the paying customer of their usual obligations). Indeed, Dark and Gurney (cited in Lashley et al 2000b, p78) comment that “good practice in commercial hospitality is a simulation of a visit to the home of an ideal host”, implying that it is domestic hospitality that represents the purest state. Ritzer (2004) argues that the host or giver of hospitality typically shares food and accommodation in their own home, and share their own sustenance with their guest at no fee or charge. This he goes on to say means that acts of hospitableness involve being hospitable for genuine motives, the implication being that taking money from a customer is not a genuine motive.

Warde and Martins (cited in Ritzer 2006) regarded private hospitality as authentic and commercial hospitality as simulated, and somewhat cynically Jones (1996, p1) claims that “the term hospitality has emerged as the way hoteliers and caterers would like their industry to be perceived”, rather than being a genuine descriptor. It is this notion of

whether or not the hospitality given in the home can be transferred to the commercial setting that provides the context for this study: are service staff simply playing 'parts' like actors in a play for a wage, or for some does an internal motivation to be hospitable overcome the commercial imperative?

Traits of Hospitableness

There are clear parallels between commercial and domestic hospitality in the physicality of the setting, and the emulation of structure and artefacts may in turn help service staff overcome the immediacy of the profit motive. For example many observers have commented on the significance of 'a retreat' within the home, a division between the space open to the guest and the host's private quarters (Ahrentzen 1989, Stringer 1981, Ireland 1993, Rybczynski 1988). This is seen as critical to the concept of 'hosting', as it allows the host to put on a show for the guest, while still having an area available to relax out of sight and to deal with the task orientated components of hospitality that are unattractive to guests such as cleaning bathrooms or preparing food. This concept of a retreat is perhaps even more prevalent in a commercial setting, where back of house areas are clearly demarcated as out of bounds to the customer. Perhaps more importantly, they too allow the commercial host a distinction between time 'on show', and time completing the less attractive parts of the role. Throughout the last century commentators have noted the change that is effected as staff step through the door to meet customers front of house (Orwell 1933, Whyte 1946, Goffman 1984, Mars & Nicod 1984), the roughest of staff becoming the most polished performers.

Many staff in the hospitality industry are adept at creating the impression of the perfect host in front of their customers, a skill akin to that of an actor playing a role, but of course the question this research asks is how many of them are genuine in their interest of the guest's wellbeing? As Guernier and Adbib comment in Lashley et al (2000b, p271) "it is difficult to envisage a way of making hospitality employees be genuinely hospitable", and indeed many customers are likely to be able to see through false concern for their guests. That said, there is a strong argument that many commercial hosts actually manage to step through the boundaries of actors playing a role and inject their own personality into the characters they play, confusing the division between personal and professional self (Guernier and Adbib in Lashley et al 2000b, p268). Indeed, as long ago as 1983 Hochschild was writing about the concept of 'emotional labour', of staff becoming emotionally involved in their role.

Many industry practitioners claim that the hospitality industry has a unique culture in this sense, that working in it is a social choice as much as professional one. In 1973 Salaman wrote about 'occupational communities', where the nature of work and in particular working hours drew people to socialise with their colleagues in addition to working along side them. Urry (1990) citing Marshall (1986) noted that the distinction between work and leisure was muted for hospitality employees, with many joining the industry for the tightly knit social community it offered. Perhaps this engagement with the role helps to draw through emotional commitment which in-turn is partially extended to customers? However Ritzer (2004) argues that the globalising tendencies of major business (including large hospitality operators) is driving this commitment down, as the

push for standardisation removes opportunities for staff to use their individuality and flair.

This debate about emotional labour in hospitality is significant because at its' root lies the issue of motivation, and what motivates someone to join this 'unique' occupational community. In discussing the traits of hospitableness Lashley picks up on the theme of motivation and argues that:

"Good hospitality requires the right motives:

- The desire for the guest's company
- The pleasure of entertaining
- The desire to please others
- Concern for the needs of others
- A duty to be hospitable

Hospitable people are those who possess one of more of these motives for entertaining" (2000a, p21).

He does not go on to identify how these motives might be measured!

So we can see themes emerging about motivation both to deliver a service (at least as an actor playing a role), to work in the hospitality industry and to be hospitable.

The Oxford English Dictionary does not carry a listing for 'hospitableness, but lists a number of traits under the entry for 'hospitably' that may inform the debate. These are

'welcoming, courteous, genial, friendly, agreeable, amicable, cordial, warm, congenial, generous, open-minded, receptive, amenable, approachable and tolerant'. It is the opinion of the researcher that the themes of 'hospitableness' and 'hospitality in the hospitality industry' are underdeveloped in the current literature and a gap exists to further thinking in this area.

Testing for Traits of 'Hospitableness'

Building on the concept of motivation as a driver for hospitableness there is also an argument that the concept of personality plays a role. Indeed perhaps 'hospitableness' is itself a personality trait? However, as Silva neatly puts it "the use of personality traits has not been extensively studied as a variable of interest in hospitality research" (2006, p323) despite Lashley and Lee-Ross's contention that "nowhere is an understanding of personality theory more important than in service industries" (Lashley and Lee-Ross 2003, p69). The Oxford English Dictionary describes 'personality' as 'the distinctive character or qualities of a person', and the characteristics listed for 'hospitably' would certainly seem to fit this definition.

Personality profiling is a well established trade with a myriad of instruments available commercially to help with anything from staff selection to director development. Over a decade ago Boella stated a truism that still holds today "the testing of individuals...has been going on for in various forms for many years...claims are made that well constructed tests predict performance better than most other selection methods" (1996, p90). Some writers have commented that personality profiling happens all the time, even at a subtle, domestic level. Wood states "one of the first questions we ask when

we meet a new person is 'what do you do?' A person's line of work helps us as individuals to locate him or her in a social context" (Wood 1994, p57). However personality testing is not without its' problems: Flynn et al (2000) note issues about correlation to job performance, process bias and administrative time. This area of literature will need careful study to inform the development of the selection instrument.

Hospitable staff equal better sales

Despite early marketing texts often missing the link between people and performance (e.g. Shepherd 1982), many writers have since commented on the relationship between perceived service quality and the staff (e.g. Lashley 1997, Mullins 1998, Kotler et al 2003, Wood 2000). As Morrison and Wearne state "Exceptional service, that extra something in the way that a place does things and gives it a competitive point of difference, is usually provided by the personalities of the people who provide it" (1996, p104). Kandampully says that "delivering superior service quality has been recognised as the most effective means of ensuring a company's success" (in Lee-Ross 1999, p44), a comment that poses the question about whether this research proposal should really be looking at the link between hospitable people and service quality (as opposed to sales performance). However, there is a counter voice to those who join service quality with business performance. In last year's study on brand image Kwun and Oh discovered that "service quality was found to impact neither the brand image nor extension brand attitude" (2007, p92). They are in the minority, with many writers agreeing with Chow et al that "a friendly encounter with staff who serve with warmth and enthusiasm is an important means to draw customers back for repeat patronage" (2006, p479). Noone agrees, saying that "frontline employees often play a central role

in customer evaluations of restaurant services" (2008, p23). It will be interesting in the research project to gather empirical data to test these common assumptions by measuring the impact of 'hospitable' people on sales performance.

Methodology

Positivist or Phenomenological

The preferred stance of the researcher is a positivist rather than phenomenological approach to the process of research. Positivism is described by Bryman and Bell as “an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality and beyond” (2007, p16). The methods of natural science hold that objective and accurate study is possible, with knowledge to be gained that is unsullied by human values and perceptions. It seeks laws or patterns to be universally obeyed, and as a stance has strong foundations in fields such as chemistry or physics. The very essence of the research to be conducted lends itself to this view as linkages or ‘laws’ are being sought which can be exploited by firms in the hospitality sector. If the traits of ‘hospitableness’ are identifiable and naturally exist in some individuals the research will look for a correlation between their employment and unit sales performance.

Realist Research

However, it would be naïve to suggest that such a linkage between sales performance and staff type could be perfect. Unit sales performance is affected by a myriad of factors including seasonality, pricing, speed of service, product range and location. The dynamism of these factors would render the creation of a controlled environment for testing purposes impossible, and so a degree of ‘*realism*’ must inevitably creep into the research. It is unlikely that correlations could be proved without a degree of ‘noise’ in

the equation and so the study may prove a *likely* relationship at best. Fisher describes realism as “an approach that retains many of the ambitions of positivism but recognises, and comes to terms with the subjective nature of research and the inevitable role of values within it” (2007, p18).

Phenomenology

So why not a phenomenological (or interpretivist) standpoint? Bryman and Bell describe interpretivism as “predicated on the view upon the view that a strategy is required that respects the differences between people and the objects of natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action.” (2007, p19). Phenomenology recognises that some things are not knowable from an objective standpoint and that our knowledge of them is inevitably coloured by our own values and perceptions. A phenomenological view is that our understanding of the world is a result of our social construction of it, that the world can only be seen through human eyes, not as remote from them. The researcher has some sympathy for this standpoint because in trying to identify the traits of hospitableness he is attempting to uncover a set of variables that are essentially a human construct. Hospitableness is purely a matter of opinion - a perception in the eyes of the guest or customer that is built on the foundations of culture and conditioning by societies over thousands of years. It is likely that the early stages of research will indeed have to be framed from the interpretivist perspective despite the researcher’s natural allegiance to positivism, moving toward the latter stance as the project seeks to test a selection instrument and look for correlations to sales performance.

Grounded Theory

A debate in the mind of the researcher is regarding the use of a grounded approach to the identification of the traits of hospitableness. The idea first came to prominence through Glaser and Strauss (1967), although is still discussed in most modern texts on methodology Fisher (2007), Bryman and Bell (2007), Gray (2004) Silverman (2005), Flick (2006). Grounded research allows the theory to be developed from the data rather than seeking data to test a theory. The tension for the research into hospitableness is clear: does the researcher first identify a list of possible traits and then test for them, or should he first research 'naturally hospitable' people and then allow themes and categories to emerge? The positivist bias of the researcher leans toward the initial approach which may prove an easier fit to the subsequent development of a selection tool, although there is an awareness that by predetermining the boundaries of the study it may unnecessarily limit the outcomes (and result in key variables being missed). With this in mind (and despite the researcher's natural preference) it is likely that a grounded approach will be adopted for this stage of the research. However, it does come with a health warning. While it would seem a reasonable method to simply gather data from 'naturally hospitable' people and then allow themes and similarities to emerge from the research, in order to initially select these people on whom the research will be based some criteria will have to be pre-designed (a non-grounded approach) in order to identify them.

Methodological Pluralism

The preferred approach of this researcher is to vary ideologies throughout the research. This is consistent with the line taken by Fisher (2007, p56-57) who argues that it is

more than possible to include elements of an interpretivist approach in a realist stance (although the opposite is not necessarily true). In the case of this particular research a realist standpoint will be adopted when testing the reliability of instrument designed to identify the traits of hospitableness and in the phase looking at the linkages between employment of hospitable people and sales performance. However, in the early stages a more phenomenological viewpoint may be necessary to help understand what the traits of hospitableness are that the instrument is going to test for. It is also worth noting that to a degree the conflict between ideological standpoints is forced on the researcher by the structure and nature of the DBA programme. The research is broken down into separate documents with the criteria that at least one should be qualitative and one quantitative. Quantitative research is naturally aligned to a positivist philosophy (Bryman and Bell 2007), and so the remaining debate is over the nature of the qualitative research, whether to continue in the same vein or move across to an alternative research paradigm.

So the hand of the researcher has been forced and a number of methods will be used as part of the data gathering and analysis phase of the project. However, this approach is not without merit and it is likely that the final research design would have followed this path in any case. As Long says "the more times we examine something in different ways the more we increase our chances of understanding what we are studying" (2007, p15). The reassurances given through the use of different methods to validate findings and improve reliability are clear and whatever the final choices made it is reassuring to note Silverman's comment that "There are no right or wrong methods. There are only

methods that are appropriate to your research topic and the model with which you are working" (2005, p112).

The individual methods to be used this research project are outlined in the next section, broken down into the separate DBA documents.

Outline of Documents

Overview

Regardless of the structure provided by the DBA, the importance of having a research plan is not to be underestimated. Appropriately framed research questions and clear ideas of research methods are essential components of most successful studies. There are many management slogans to capture this sentiment, one of the author's favourites being 'if you fail to plan you plan to fail'. Many texts on research cover the importance of planning, with Fisher (2007), Bryman and Bell (2007), Long (2007), Clough and Nutbrown (2007), Silverman (2005), Gray (2004) all devoting a number of pages to the subject. However, all plans should be dynamic, and as the research progresses they should be capable of adaptation and change. In light of new knowledge coming to light or even practical considerations the choice of methods should be flexible. Going right the way back to the planning process itself, even the research questions themselves should be flexible. As Clough and Nutbrown point out, during the planning stages "research questions are then revisited in the light of practical and ethical considerations and reframed if necessary" (2007, p163). As methods are chosen, their viability investigated and the review of current literature completed this will have a bearing on whether the research questions are appropriate, and reworking should take place as appropriate.

Document Two

A literature review is a common starting point for research projects. One of the main purposes is “to locate the positionality of the research being reported within its field and to identify how that research is unique” Clough and Nutbrown (2007, p104). On the basis of the findings from a literature review it is not unusual for research questions to have to be reframed after this stage in order to prevent duplication of existing knowledge and to demonstrate their ‘uniqueness’. As Bryman and Bell point out “one of the most common ways that students refine and revise their research questions is through reviewing the literature” (2007, p95)

Literature reviews are a large and growing task and the author anticipates significant time allocations for this part of the project. In addition to the traditional sources of academic libraries and journals there is now a proliferation of electronic documents to survey. E-journals, e-books, and academic forums are just some of the many additional sources of information that the diligent researcher must check. A particular problem for this research is that the topic crosses a number of traditional academic fields. The literature review will necessarily encompass the existing works on ‘hospitality management’ (the study of the hospitality industry), but also the social science and philosophical body of knowledge on the concept of ‘hospitality’. It is also likely that the literature review will cover some work on ‘personality’ and also the use of personality testing in selection processes to inform the thinking about instrument development.

The literature review should provide a useful anchor for the research work, informing thinking about the value it can add to the existing body of knowledge and stimulating ideas development for the research process.

Document Three

Research Question: What are the traits of hospitableness?

It is anticipated that the most effective way to gather information is likely to be through interviews. The aim will be to explore individual understandings of what constitutes 'hospitableness' using a discussion stimulated from a series of open-ended questions.

A challenge for Document 3 will be the identification of appropriate participants whose views could be claimed as representative. To this end a likely sample size of thirty to fifty is envisaged, with each interview lasting around 20-30 minutes. It is also important to consider the source of interviewees and their position within the context of the research. If the sample were taken solely of managers within the 'hospitality industry' then responses may be skewed by career experience, likewise if the sample were drawn exclusively from lower level staff. Similar tensions exist when making the choice to interview participants from a 'managed' (big chain) environment, or from outlets that are owner-operated.

Of course the real measure of hospitableness is the perception or feeling left with the recipient of the hospitality – the customer in the commercial setting. It would be easy to metaphorically jump on this theme as an answer to the sample problem and focus

research on simply interviewing *users* of hospitality establishments but this would unnecessarily close down the research on two fronts. The first is that the origins of hospitality (and therefore hospitableness) easily pre-date the current commercial hospitality industry and that even now hospitality is still most commonly delivered in a domestic setting - whether or not someone chooses to visit a pub or restaurant they are still likely to have experienced and have a view on the notion of hospitality. The second is that to exclude staff, managers and owners who work in the hospitality industry would be to exclude a group of people who may themselves be customers in other establishments, and recipients of hospitality in non-commercial settings.

The argument could naturally extend to participants from different cultural and ethnic groupings given the significance and origin of hospitality in culture. To mitigate these arguments and generate representative results the sample will be stratified so as to include participants from each of the main ethnic groups in the UK in roughly equal proportions (e.g. White, British-Asian, Black-British etc). Although not part of this study, note will also be made of any perceptible groupings or categories of response from participants of similar backgrounds as a possible basis for future research.

Document Four

Research Question: Can an instrument be designed that can reliably identify the traits of hospitableness?

It is hoped that the work in Document Three will have produced a common list of traits to be found in 'hospitable' people. Document Four will cover the work done to design

an instrument that can reliably identify people who possess the strongest manifestations of these traits from a random sample. Document Four works on the assumption that everyone is different and that we wouldn't all exhibit the same level of hospitable traits (although this may yet be proved wrong!). It is expected that the instrument design will be similar in nature to many commercial psychometric tests available on the market and will involve the participants answering a series of questions that are scored to produce a profile. Common examples of this type of test include participants choosing a word or statement that is most like them from a list, or choosing a favourite word from a choice of two or more words offered (Myers Briggs Type Indicators, Thomas International DISC profile etc).

It is envisaged that the instrument will go through several phases of testing and re-testing to change the questions and scoring mechanisms to improve accuracy and calibration. A major problem here is how to measure success; how do we know that the people the instrument identifies as demonstrating the greatest natural tendency to 'hospitableness' are in fact the right people? This is where the cross over between positivist and interpretivist paradigms occurs and the science becomes slightly blurred. A parallel survey will be conducted concurrently to ask a pub company that is willing to be involved in the research to identify their most hospitable staff. During the work completed in Document Three the sample used to identify the traits of hospitableness will also have been asked to identify the most hospitable people they know (whether in a commercial or domestic setting). It is on the people identified that the instrument will be calibrated, with the expectation of arriving at a point where a clear majority of the named individuals are recognised by the test. The remaining minority is a margin to

allow for the personal perceptions of the nominating sample – that not all those identified as ‘naturally hospitable’ actually are!

Document Five

Research Question:

What impact does employing naturally hospitable people have on sales performance in the pub sector?

It is document five that we reach the crux of the research and find a commercial value to the work being undertaken. The author has two pub companies that are willing to host this research. Assuming that some people have stronger natural traits of hospitableness than others, and that we are able to identify these people through the use of an instrument, the final question to answer is ‘does it really matter?’. Document five aims to find out the answer to this by seeking a commercial justification.

Phase one of document five involves the researcher putting all of the staff at a number of pubs through the selection instrument to identify which pubs have higher numbers of ‘naturally hospitable’ people on the staff. This information will then be correlated against a sales metric such as like for like performance (this year versus last year) to look for matches between performance and a high average ‘hospitableness’ rating amongst the staff.

Phase two would then seek to test any correlation through an alternate method to improve the reliability of the findings, although may be difficult to carry out because it

would rely on a pub company allowing the researcher to control the staff recruitment in a particular pub. It is hoped that the researcher would be able to apply the selection instrument to the recruitment process in two to three different outlets over a period of six months. With industry staff turnover levels running at round 100% per year (source: BII) this should allow the opportunity for around half of the workforce to have been selected on the basis of their level of natural hospitableness by the end of the experimentation period. In the following months sales performance will be monitored to observe any perceptible shift against a control group.

No experimental control in a dynamic commercial environment is perfect and the outcome of this study is looking for 'likely' links to sales performance as the researcher understands the myriad of factors or 'noise' that can also influence sales of licensed retail units. For this reason this research will be conducted from a realist / interpretive perspective, albeit based in quantitative information.

Although beyond the scope of this particular research there is also potential to conduct a follow up study comparing the average level of 'naturally hospitable' people in the pub samples to results taken in different industries testing the hypothesis of 'naturally hospitable' people being drawn to work in the hospitality sector. A selection of alternatives could be chosen such as a car salesroom, a factory, and an office environment, with samples of employees being measured by the selection instrument to take an average reading for comparison with the pubs. This research is only likely to provide indicative conclusions as the required sample size to gain results with any degree of certainty may well be too large for realistic research.

Ethical and Political Issues

One common ethical problem is how to select both participants and participant companies for the study. As Gray highlights, "ethical issues arise even at the initial access stage, where the ambitious researcher can unwittingly or otherwise put pressure on people to become participants" Gray (2004, p59). While every effort will be made to approach potential participants in a non-pressured way, clearly when interviewing a member of staff selected by his/her manager to take part issues of freedom of choice arise. To this end it is intended to offer all participants a cooling off period or 'opt out' from the research, in addition to gaining their 'informed consent' (Fisher 2007, p64).

When conducting research with both companies and individuals the issue of confidentiality arises. Clough and Nutbrown state that "all research must be interrogated for the means by which it 'protects' the interests of the participants" (2007, p96). It is the researcher's ethical responsibility to ensure the secrecy of participants and their information unless permission is expressly given to share the research. For this project the process through to the completion of Document Four is easily anonymised as participants can simply be referred to as numbers. For Document Five there are greater concerns of commercial sensitivity and where anecdotal examples are required as part of writing up the research specific permissions can be sought to do this. As an overall strategy the promise of anonymity is to be given throughout the research with the researcher willing to sign confidentiality agreements if required.

What will need to be made clear to participating companies is the ownership of the intellectual property on completion of the study. If commercial value is proved then a debate could ensue over who 'owns' the right to use the selection instrument in perpetuity. To resolve this it is proposed that the author retains the rights.

Data collection and retention was brought into sharp focus by the provisions of the 1998 Data Protection Act. Essentially this places an obligation on researchers to collect and store only the data that is necessary for their work, and not to store it for longer than is necessary. The author intends to be fully compliant with both the spirit and the letter of act.

Outcomes

It is intended that this research will further early thinking in the academic field on the notion of 'hospitableness'. While several authors have alluded to the concept it remains a generally undeveloped field of study and the research hopes to both define the phrase (through the identification of its' component characteristics) and prove or disprove the emerging theories on a link to performance.

Organisational and managerial outcomes would normally be outlined in this section of Document One but as the author is self employed these are difficult to identify! However, by virtue of working closely with one or two individual pub companies that are willing to 'host' the research it is expected that (should a commercial benefit be found) the findings will inform their subsequent thinking with regard to staff selection. The researcher would expect to see future selection processes include efforts to identify the traits of hospitableness in candidates, with those demonstrating above average tendencies gaining an advantage when competing for frontline jobs.

It is also hoped that the research will have the following benefits for the author:

- Broaden his understanding of the nature of research
- Train him in the process of effective research
- Develop research skills that can be used commercially

- Further his academic and intellectual thinking
- To improve his attractiveness and worth to potential employers

Finally, it is intended to publish the findings through a selection of trade, academic and professional journals to share the knowledge gained with the broader education and business communities.

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DOCTOR OF BUSINESS ADMINISTRATION

'Hospitableness'

Can the traits of 'hospitableness' be quantified, measured in individuals and used to improve business performance?

Document Two – Literature Review

Matthew Blain

September 2008

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1. Methodology

There are numerous approaches that can be used to conduct a literature review and for this document the author conducted meta-analysis of electronic journal holdings, library catalogues and databases using search terms varying from 'hospitality' and 'hospitableness' through to 'personality' and 'service quality'. The searches were set to cover a period dating back to the 1960's to ensure that the seminal and formative texts in the field were included and the searches generated over 160 journal articles and 40 book chapters covering works from predominately the UK, USA and Australia (all of which seem to have a well developed field of study in the subject of hospitality and service quality). This method of review was chosen as the electronic nature of the search and multiplicity of sources increased the likelihood of the highest proportion of relevant works.

Further articles and books were then sourced by following references of interest in the resultant materials and by purchasing texts directly by the most influential or prolific authors - those whose work appears to be cited most often by their counterparts. Citation counts can be accessed via a number of electronic holdings or websites such as Google Scholar.

The author deliberately followed a multi-disciplinary approach as advocated in Lashley, Lynch and Morrison (2007:1) as it is now widely recognised that hospitality research covers fields as diverse as sociology, philosophy,

anthropology and history in addition to the traditional subject of 'hospitality management'.

2. Service Quality

2.1 The Nature of Services

Reisinger notes that “services are provided in every sector of the economy..[although the]..concept of service is very complex and difficult to define” (Reisinger, 2001:6). She comments on the traditional distinction between ‘products’ and ‘services’ as *tangible* and *intangible* although argues that this is overly simplistic. She cites Kotler (1997) who argued that ‘products’ and ‘services’ are in fact one and the same - anything in a continuum from the purely tangible to the purely intangible, and mostly a combination of both. In the hospitality setting this combination would represent a coupling of the guest-host service encounter together with physical items such as food, drink or accommodation. However this idea is not new, with Shostack (1977) having already proposed a scale that ran from *tangible dominant* to *intangible dominant* thirty years previously to describe the difference between products and services, and behind both models is the underlying theme of the difficulty in both managing and measuring the intangible aspects of such a service or product.

Shostack (1977) also raised an interesting debate about whether there is ever anything that can actually be classed as a pure, tangible product, speculating instead that customers only actually buy services, some of which have tangible by-products. The example used is that of customers buying the service of transportation, for which the by-product is a car (Shostack,

1977:74). She moves this argument forward a decade later when she states that the “process is the product” (Shostack, 1987:34), explaining that we do not buy an airline ticket, rather the *process* of air transportation. Indirectly this again raises the question of how product quality can be measured (given that services are intangible), a point perhaps later answered by Bitner (1990) in her work on the impact of *physical evidence* on customer perceptions where she notes the importance of ‘physical clues’ to satisfaction ratings. The implication is that (for example) the customer does not simply rate the service given by a bank clerk, but uses indicators such as the cleanliness of the branch or the attractiveness of the décor to help assess the standards reached. This is a useful observation as very few service products are completely intangible and so as a model it is likely to be widely applicable.

Reisinger (2001) argues that despite the traditional location of services on a simple product scale of tangible to intangible there are other features that mark services out as distinct and ensure that they demand separate treatment.

Services, she notes, are defined by the inseparability of production and consumption – you can’t serve dinner or provide a haircut to someone that isn’t there. Both the service provider and the consumer must be present at the same time for the service to take place, and both have a role to play in service delivery as the service encounter is essentially a dynamic relationship between the two of them at a particular moment in time.

According to Reisinger (2001) services are also heterogeneous. They are delivered by people, to people, and the variability that this introduces means that each and every service encounter is unique. From a managerial perspective this raises a number of issues from the context of control and conformity as uniqueness also makes it almost impossible to guarantee consistency.

Another feature of services is that they are perishable, it being impossible to mass produce and stockpile them to meet later demand – an unused seat on a bus cannot be saved to create additional space on tomorrow's journey. This perishability also means that customers can't take a service home to be consumed later, or return it for a refund after the event.

The final service dimension described by Reisinger (2001) is that of ownership. In a service there is no actual transfer of ownership of an asset, simply the provision of 'benefits' to the customer for immediate consumption. The only variation to this is perhaps the advance purchase of a service, where the customer becomes the beneficiary of a *promise* to deliver a defined series of benefits at a future point, or where the service is a combination of physical and non-physical elements.

In an attempt to draw together this discussion of the nature of services, the diagram below purports to capture the series of continuum that make up a

‘process’ that can be purchased by a consumer and that comprises either a physical product or a non-physical service:

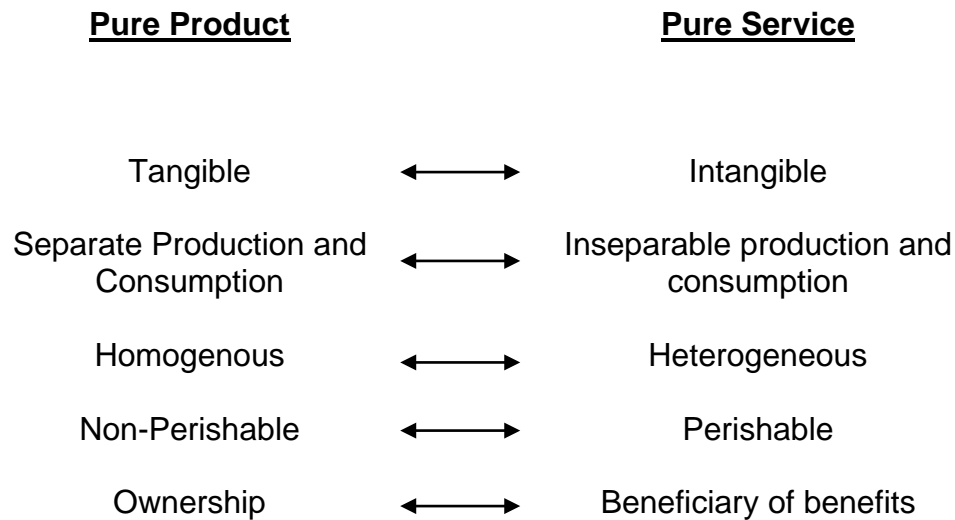


Figure 1: The Dimensions of a Service

Lashley in his (2001) book on Empowerment drew a two-dimensional scale to break down the style of service or product purchased into one of four types that echoes Kotler’s (1997) work. He argued that services can be broken down by both the degree of tangibility and their level of customisation, each categorisation then requiring a different HR strategy to maximise service quality:

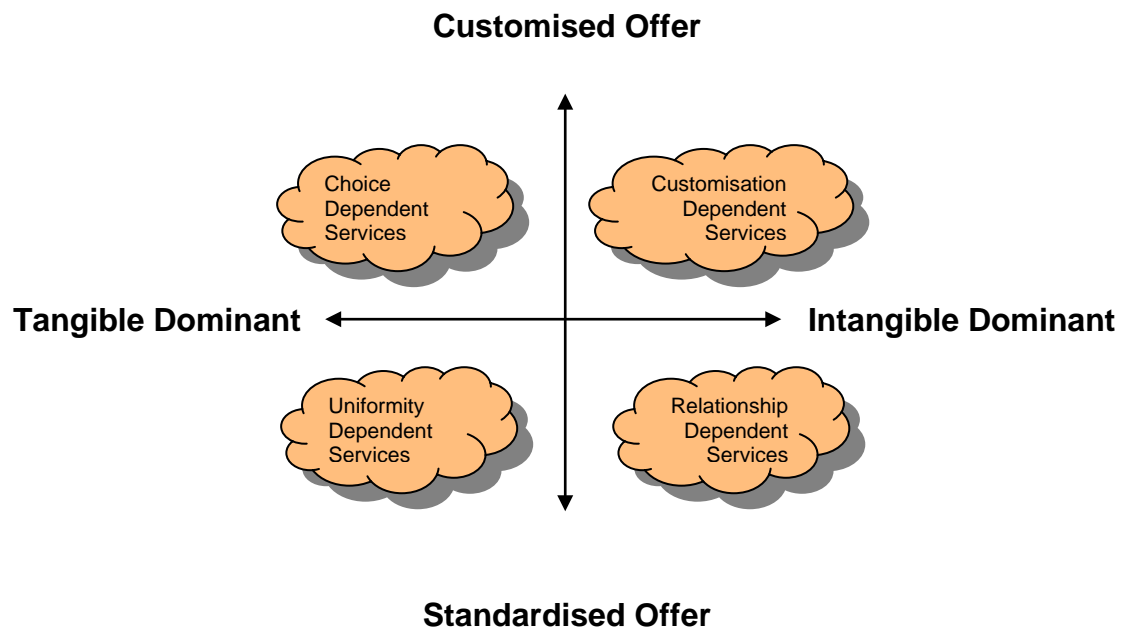


Figure 2: Lashley's Service Characterisation

Lashley argued that for some services customers require as much standardisation as is possible within the constraints of service delivery (i.e. people use McDonalds in a foreign country not because of the quality of food or service, but because they can reasonably predict what they will receive for their money). For other purchases customers seek out a much individualised product either in the choices they or the service provider makes. In either case the people management strategy or control mechanisms required to deliver the outcome will be very different, and arguably this is where the 'service' extreme of the service-product continuum justifies its placement as distinct from the simple provision of tangible products.

In the standardised service offer (such as a branded operator) the human resource is managed to reduce variability as far as possible, utilising people

mechanistically in a manner as close to a traditional production line as possible; something in part described by Ritzer as McDonaldisation (2004), and studied by Hochschild in her work on Emotional Labour (2003). At the heart of this is a desire by the operator to replicate an experience across the brand in order to meet customer expectations that have been shaped through current marketing and past delivery of brand standards. At the other extreme of the model lies the freedom for the service provider to shape and determine the service dimensions as the encounter progresses, and arguably in a hospitality setting the highest customer satisfaction ratings lie in this quadrant, albeit the hardest one to control.

Hospitality service is perhaps different to other services because it consists of the provision of tangible elements which are so personal in nature. Telfer defined hospitality as 'The delivery of food, drink and accommodation' (Telfer, 2000) and given that these are all services that we normally provide for ourselves the standard against which service providers are being measured is remarkably individualised. Furthermore the motivation for using a hospitality service is highly varied, with people needing food drink and accommodation for a multitude of purposes - something described by Lashley as 'occasionality' (2003). Another issue for hospitality service is that it is something which attempts to replicate an interaction that has its origin in societal and social settings and which people still provide for each other both formally and informally today. All of this conspires to ensure that there is a great body of experience on which consumers can base their expectations of

service providers, arguably making hospitality unique amongst services and perhaps requiring separate treatment from the mainstream literature.

Within hospitality service, the notion of 'hospitableness' might be classed as a component of service quality (i.e. one of the determinants or dimensions of customer satisfaction), and in a search to understand the *traits of hospitableness* it may be useful to examine the differing approaches to the quantification of service quality that have emerged over the past few years.

2.2 SERVQUAL

There have been many models developed to try and measure service quality (Mei et al., 1999) (Akan, 1995) (Webster and Hung, 1994) (Philip and Hazlett, 1997) (Cronin Jr and Taylor, 1992) (Knutson et al., 1991), although many are ultimately variants of the SERVQUAL instrument (Parasuraman et al., 1988). SERVQUAL attempts to measure the gap between customer expectation and customer perception against the five dimensions of:

1. *Reliability*: ability to perform the promised service dependably and accurately
2. *Responsiveness*: willingness to help customers and provide prompt service
3. *Assurance*: knowledge and courtesy of employees and their ability to inspire trust and confidence

4. *Empathy*: caring, individualised attention the firm provides its customers
5. *Tangibles*: appearance of physical facilities. Equipment, personnel and communication materials

SERVQUAL was developed out of a recognition of the importance of service quality to the survival and success of (in particular) financial service companies (Akbaba, 2006:174). Each dimension has between 4-6 statement sets associated with it that help to achieve a score (there are 22 sets in total). Responders are asked to score mirroring statements in each set, one that judges the level of expectation and the other their perception of actual service achievement (e.g. 'They should have up to date equipment / XYZ have up to date equipment') (Fick and Ritchie, 1991:3). A quality rating is taken by calculating the gap between the two scores that were recorded on a 7-point Likert scale. According to this gap analysis model "levels of expectations higher than perceptions of performance will suggest lower levels of quality. Conversely, expectations which have been met or exceeded will result in higher quality levels" (Fick and Ritchie, 1991:2). In later phases of research Parasuraman (2004:48) refined the SERVQUAL model to incorporate rating scales for each dimension so that it generated ratings for the desired service level, the minimum acceptable service level and the perceived level of service on offer. SERVQUAL has been tested by several researchers, and while it is often found to be a generally blunt instrument the underlying principles have held firm since inception (Ekinci, 2002) (Caruana et al., 2000) (Fick and Ritchie, 1991).

Ekinci studied the measurement of service quality in both the American and Nordic setting, drawing the broad generalisation that the former is reliant on empirical research and the latter dependent on theoretical argument (2002:211). He acknowledges SERVQUAL's place as the base to much of the thinking on the subject of service quality, and makes reference to the perceived weakness that despite its billing SERVQUAL doesn't necessarily translate across all service industries. This has led to the development of a number of rivals, most notable for the hospitality sector being LODGSERV (Knutson et al., 1991). Saleh and Ryan (1991) also directly tested SERVQUAL in the hospitality sector and found that while there was some resonance with the SERVQUAL dimensions, a better model might use the dimensions 'Conviviality', 'Tangibles', 'Reassurance', 'Avoid Sarcasm' and 'Empathy' (1991:338), dropping 'Reliability' and 'Responsiveness' which they found only become significant for customers when they are missing.

Caruana, Ewing and Rameshan (2000:63) question the reliability of Parasuraman's (2004) later 3 column adaptation of SERVQUAL finding that most respondents to their research couldn't distinguish between minimum and desired expectations. They also question the rigidity of the five dimension approach of SERVQUAL and suggest that different industries may require different dimensions, the only homogenous ones being 'reliability' and 'tangibles' together with a combination of (or melding) of the final three (2000:60).

This contrasts with Fick and Ritchie (1991) who tested SEVQUAL across four service industries (hotels, ski resorts, airlines and restaurants) and found the only common dimensions to be 'reliability' and 'assurance'. However, although they questioned the transferability of the dimensions they upheld the basis of measurements as the difference between expectations and perception of actual service delivered. One interesting finding they made was that although the wording of some statement sets was deliberately negative, the dimensions 'Responsiveness' and 'Empathy' with negatively worded statements consistently scored lower as customers were "less likely to answer at the extreme ends of the scale when responding to negatively worded statements" (Fick and Ritchie, 1991:4). Concerns have also been expressed about the whether a seven point Likert scale is sufficient to express the subtleties of customer expectations and perceptions (Fick and Ritchie, 1991) (Caruana et al., 2000) (Akbaba, 2006).

In research across a further four service settings Carman also found that the dimensions of SERVQUAL are not entirely transferrable across industries: "the stability of SERVQUAL dimensions is impressive, but the evidence reported here suggests that the dimensions are not entirely generic" (1990:50). Along with an acceptance that "minor customisation of the wording of items will often be required" (1990:41) he recommends an increase in the number of dimensions to perhaps eight of the original ten reported in the instrument's development process (Parasuraman, 2004) until further research can provide a more robust assessment of which are the most important to gain a fully responsive tool. In addition to the limited transferability between

industries Armstrong (1997) tested SERVQUAL in an international context and found that the instrument did not translate well between cultures.

The tradition of creating alternatives to SERVQUAL that use it as a base instrument is well established with LODGSERV (Knutson et al., 1991) and DINESERV (Stevens et al., 1995) two adaptations for the hospitality sector. The former was tested across different cultures and the latter was across a number of different types of restaurant and both proved to have a high degree of reliability regardless of style or location of operation (Armstrong et al., 1997:184). This suggests that although an un-amended SERVQUAL questionnaire lacks accuracy in a cross industry or cross cultural setting, with modification the reliability can return.

Gronoos (1990) work again underlines the problem in measuring service quality, that is the intangibility, heterogeneity, inseparability and perishability of services. Mei et al comment that while many hospitality firms have attempted to standardise their offer, “quality aspects such as ‘friendliness’, ‘helpfulness’, and ‘politeness’ are likely to be interpreted differently by various guests and are assessed subjectively” (1999:137). This captures neatly the issue facing DBA research in the search for the traits of hospitableness - the likelihood that at least some of them are a matter of individual opinion. It is conceivable that the final list may represent a compromise or ‘line of best fit’ through the options available.

Mei et al (1999) refined SERVQUAL into a variant they named HOLSERV, adding eight statement sets and deleting three together with a degree of rewording to make the phraseology specific for hospitality uses. They found that the factor which had the greatest overall impact on service quality was 'employees', representing a combination of the SERVQUAL dimensions 'responsiveness', 'assurance' and 'empathy'. They recommended that HOLSERV is used in place of SERVQUAL for hospitality applications, but caution should be exercised because the instrument has not been tested cross culturally nor outside of the 3-5 star hotel environment.

However, Akan did test SERVQUAL in four and five star hotels in Turkey and found that in order to be reliable it was necessary to extend the five dimensions to seven. From these seven "courtesy and competence of hotel personnel" (1995:41) was found to be the most important influence over service quality, a dimension that is made up of knowledge and experience of staff, friendliness, respect and understanding. This correlates with other research already outlined above which indicated the importance of the host or service provider as an individual in the final level of quality perceived by the customer (Mei et al., 1999) (Saleh and Ryan, 1991) (Fick and Ritchie, 1991) (Caruana et al., 2000). In answering the DBA research question about the impact of genuinely hospitable people having a positive correlation to sales, the literature so far would tend to suggest that such a link is likely. However, Akan concludes by commenting that "the concept of quality is not always clear in the mind of the consumer, and the lack of quality is noticed more readily than its existence" (1995:43). This suggests that service expectations are not

a conscious function and only become conscious when they are either disappointed or exceeded, a parallel that may apply to the notion of hospitableness.

Webster and Hung make an interesting observation when they note “quality is what the customer says it is, thus total quality companies strive for the most accurate and up to date picture of customer perceptions” (1994:50). They acknowledge the resource implications for many companies in gathering this information and put forward the tool of a questionnaire as the most “tried and trusted” method. They suggest that all questionnaires should pass the three tests of “Validity”, “Reliability” and “Practicability” prior to adoption. Against this backdrop they level a number of criticisms at SERVQUAL, notably the before and after approach (asking consumers to score ‘expectations’ at the start of the service and ‘perceptions’ after it). This approach it is argued could not only change expectations (by making customers think consciously about them prior to the delivery of the service), but is also misleading as expectations naturally change during exposure to a service. Philip and Hazlett (1997:267) also comment in their research that many customers may not have pre-formed expectations as these often emerge only once they have some experience of the service.

Webster and Hung (1994) go on to add that they felt the SERVQUAL questionnaire too long to be practicable. They propose a shortened version that measures expectations and perception simultaneously in the same rating scale (by adding to the end of each statement ‘more than / less than expected

etc), and offer an interesting approach to 'decentring' or getting staff to think like customers. They suggest asking staff to complete the questionnaire as if they were the customer and then to compare the two results. This could be a fascinating development tool for staff and opens up the question of staff awareness of customer expectations and perceptions of service delivery that potentially has clear links to the work on emotional labour (Hochschild, 2003).

In the context of 'hospitality' SERVQUAL may ultimately prove inadequate for the measurement of customer satisfaction because 'hospitableness of staff' is not directly measured, and could prove difficult to extract from the existing dimensions. Another approach may be needed.

2.3 A Marketing Perspective

The work of Bitner, Booms and Tetreault (1990) has been seminal in the early understanding of service quality and according to Google Scholar is cited by over 1000 subsequent published works. In their analysis of the components of the service encounter they settle on a description of service quality that places the human interaction as "essential to the determination of satisfaction/dissatisfaction" (1990:72), and build on the approach of Parasuraman, Zeithaml and Berry (1988) that located service quality as a function of consumers comparing actual performance against expected performance.

They used the methodology of 'Critical Incident Technique' (Flanagan, 1954) to research the determinants of service quality, defining 'incidents' as "observable human behaviour that is complete enough in itself to permit inferences and predictions to be made" and a 'critical incident' as "one that contributes to or detracts from the general aim of the activity in a significant way" (1990:73). The implication of this is that only the most *memorable* service incidents are classified and analysed with a view that these are more likely to diagnose the factors that contribute to either satisfaction or dissatisfaction as they are in a heightened state in such an incident.

To qualify as a critical incident experiences had to meet four criteria (1990:73):

1. they involved an employee / customer interaction
2. they had to be particularly satisfying or dissatisfying from the customer's perspective
3. they had to be a discrete encounter
4. they must contain sufficient detail for the interviewer to be able to visualise and analyse them

The critical incident technique (CIT) then uses content analysis to draw out themes and commonality in the researched accounts. This is similar to the quality management tool of 'Affinity Diagrams' described by Pyzdek as "organising ideas into meaningful categories by reorganising their underlying similarity" (2003:264).

Given the qualitative nature of much of the proposed research for the DBA there may be merit in adopting this approach for the work relating to the search for the traits of hospitableness, and although Bitner et al (1990) note that the CIT has in the past attracted criticisms over reliability and validity they cite in response a study by White and Locke (1981) into factors perceived by employers to cause high and low productivity that found it to be both reliable and valid as a technique. Furthermore the technique does seem highly appropriate when researching a field such as 'hospitableness' about which little is already known and the research is likely to be grounded (Fisher, 2007:52) (Bryman and Bell, 2007:585), inductive (Bryman and Bell, 2007:14), and phenomenological (Fisher, 2007:20).

Flanagan described the critical incident technique as "a set of procedures for collecting direct observations of human behaviour in such a way as to facilitate their potential usefulness in solving practical problems and developing broad psychological principles" (1954:327). He went on to qualify this definition saying that "it should be emphasized that the CIT does not consist of a single rigid set of rules governing data collection. Rather it should be thought of as a flexible set of principles which must be modified and adapted to meet the specific situation at hand" (1954:335). The inference of this is that as a technique the CIT is highly flexible although potentially less rigorous than some other tools. Bitner (1990) certainly did discover flexibility in as much as that CIT was transferrable across industries, and there is little evidence in the subsequent literature to dispute this finding. The three step

process seems easy to follow - gather observations on critical incidents, classify or group them, and then make inferences which will lead to practical steps to improve performance, and this may indeed prove to be a highly suitable research technique for discovering the traits of hospitableness.

In their search for the employee derived determinants of customer satisfaction Bitner et al (1990) interviewed 699 customers from the airline, restaurant and hotel sectors. They then read and re-read the interview data to allow common themes and categories to emerge. By grouping similar responses they were able to draw out three groups of employee behaviours that appeared to have a significant impact on customer satisfaction together with a number of sub-groups. These are shown in the table below (1990:75):

Group and Category	Type of Incident Outcome				Row Total	
	Satisfactory		Dissatisfactory			
	No.	%	No.	%	No.	%
Group 1. Employee Response to Service Delivery System Failures						
A: Response to unavailable service	24	6.9	29	8.2	53	7.6
B: Response to unreasonably slow service	17	4.9	53	15.1	70	10.0
C: Response to other core service failures	40	11.5	69	19.6	109	15.6
Subtotal, group 1	81	23.3	151	42.9	232	33.2
Group 2. Employee Response to Customer Needs and Requests						
A: Response to "special needs" customers	36	10.4	6	1.7	42	6.0
B: Response to customer preferences	51	14.7	37	10.5	88	12.6
C: Response to admitted customer error	20	5.8	8	2.3	28	4.0
D: Response to potentially disruptive others	7	2.0	4	1.1	11	1.6
Subtotal, group 2	114	32.9	55	15.6	169	24.2
Group 3. Unprompted and Unsolicited Employee Actions						
A: Attention paid to customer	48	13.8	48	13.6	96	13.7
B: Truly out-of-the-ordinary employee behavior	22	6.3	41	11.6	63	9.0
C: Employee behaviors in the context of cultural norms	16	4.6	42	11.9	58	8.3
D: Gestalt evaluation	55	15.9	15	4.3	70	10.0
E: Performance under adverse circumstances	11	3.2			11	1.6
Subtotal, group 3	152	43.8	146	41.5	298	42.6
Column Total	347	49.6	352	50.4	699	100.0

Figure 3: Diagnosing Favourable and Unfavourable Incidents

(Bitner et al., 1990:75)

Significant findings were that while for group 1 employee responses to service delivery failures such as 'unavailability' or 'slowness' accounted for 23.3% of satisfied customers, this was a cause of dissatisfaction for a much greater 42.9% of customers. This means that where quantifiable service delivery has indeed failed the employee response to it can have a dramatic impact on the eventual service quality rating. The implication for managers is that employees should be trained and empowered to handle service delivery failures as their response can have a large impact on customer perception of service quality.

Group 2 responses showed a similar (albeit reversed) disparity between satisfaction and dissatisfaction, with 32.9% of customers indicating that employee responses to 'special needs' such as handling customer-led errors (losing tickets etc) or disruptive other customers was a source of satisfaction, whereas only 15.6 of responses indicated it as a source of dissatisfaction. This may be a reflection of lower customer expectations in this area generally, making it easier to 'delight' customers but harder disappoint them.

Group 3 showed a more even profile, with unprompted employee actions provoking an almost equally strong response in either direction. 43.8% of customers said that this 'out of the ordinary' or special behaviour was a source of satisfaction with 41.5% of customers claiming the opposite. This strength of feeling may be better understood by looking at the underlying behaviours that the research recorded, with sources of satisfaction including pleasant surprises such as room upgrades or free drinks compared to

unsatisfactory encounters that listed behaviours such as rudeness or theft by employees.

The overall message from the research is that employee actions to a range of stimulus in the service setting can have a profound impact on customer satisfaction, with unprompted or unsolicited actions provoking the strongest change in customer responses. Bitner et al found that the CIT would transfer well across service industries and provides a useful and reliable framework for companies in understanding and measuring sources of customer satisfaction or dissatisfaction. Moreover they too conclude that the “importance of spontaneous interactive quality in service delivery cannot be overemphasised (1990:81), with employees being a key determinant of service quality.

In further work by Bitner she goes on to state that “for consumers, evaluation of a service firm often depends on the evaluation of the service encounter” (1990:69). This means that in essence service company’s reputations are built on the sum of customer experiences and perceptions. Taking Shostack’s definition of a service encounter as “a period of time during which a consumer directly interacts with a *service*” (1985:243) Bitner links this to his earlier 1977 work where he said that “a service itself cannot be tangible, so reliance must be placed on peripheral clues” when interpreting the service encounter (Shostack, 1977:77).

Due to this consumer reliance on external clues when evaluating service quality Bitner argues the relevance of Booms and Bitner’s 1981 work where

they expanded the traditional 4 'P' marketing mix of 'Product', 'Price', 'Promotion' and 'Place' (Chartered Institute of Marketing) to include three new elements of 'Physical Evidence', 'Participants' and 'Process' (Booms and Bitner, 1981). These additional elements she argues are worthy of being drawn out from the original model as they have particular resonance within the service setting as they tangibilise the *intangible* by providing physical clues as to the nature of a service encounter and therefore warrant more detailed and individual attention than simply as a subset of the other headings. 'Physical evidence' in this context refers to the physical setting or 'props' used in the service encounter, 'participants' the dynamic and interactive nature of service delivery that sees customers as part of the service transaction and having an impact on the output, and 'process' as the equivalent of raw materials in a physical product.

From this conceptual framework Bitner constructs a model of 'Service Encounter Evaluation', and argues that through the framework of her 'Services Marketing Mix' (Booms and Bitner, 1981) the perceived service performance of a company could be measured against a customer's service expectations through the notion of disconfirmation (i.e. measuring the gap between expected and actual). However Bitner goes on to argue that the final perception of service quality is moderated by 'attributions' – the notion that before a final judgement is made by the customer they will diagnose the reasons behind their initial assessment and modify their views according to the findings. Weiner (1980:188) whose work Bitner cites in her article suggests that this 'attribution' normally takes place across a three dimensional

model – *locus* (whether the cause was internal or external to the server), *stability* (whether the cause is permanent or temporary) and *controllability* (whether or not the cause is subject to personal influence). Once the customer has adjusted and finalised their perception of service quality they then are likely to engage in one of three action strategies – ‘word of mouth’ (where they advocate the positive or negative service to others), ‘service switching’ (where they take their business elsewhere), or ‘service loyalty’ (where they become a repeat customer).

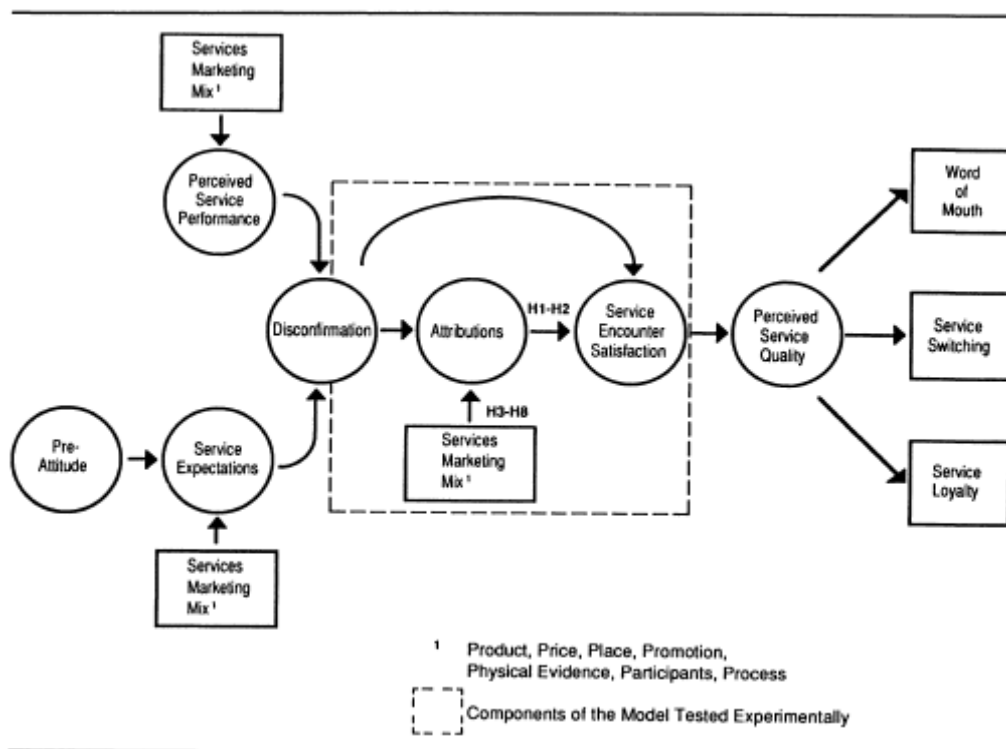


Figure 4: Service Encounter Evaluation Model

(Bitner, 1990:71)

Bitner tested a number of components of the model (the impact of physical surroundings, employee responses and customer attributions) through a role

play involving 145 travellers. They were all given a scenario to read involving service at a travel agent where a customer returns to complain they were not sold the cheapest fare (having discovered this in conversation with a fellow traveller whilst on holiday). Subjects were then given text of the conversation that followed where travel agent responses varied within the attribution dimensions of *locus* and *controllability*. As context some case study booklets showed photographs of a highly organised agent's office and some a high disorganised office to provide the physical setting.

Role play as a technique risks being light in external validity, but does hold the advantage that many experimental variables can be tightly controlled and statistical 'noise' is reduced. In this instance the validity issue was partially reduced through the use of genuine travellers in an airport waiting lounge as subjects.

Bitner found that if a service fails to meet expectations, dissatisfaction is highest when customers perceive that the reason for the failure is within the firm's control, and that it is likely to re-occur. However, controllable variables such as the physical environment, offers to compensate and employee reactions were all positively correlated to the customer's perception of the *reasons* (attributions) for service failure, and could therefore mitigate overall service quality ratings if well delivered (Bitner, 1990:79). In the managerial context this means that even if a service fails to meet expectations in the purest of senses (e.g. the wrong meal is delivered to the table), a great physical environment, realistic employee explanations for the failure and an

appropriate solution to the failure can actually lead to a highly positive service rating overall. From the hospitality perspective the central importance of the employee in the perception of service quality is no surprise, although the additional influence of the physical environment and the notion of 'attribution' also make useful contributions to the debate.

2.4 The Quality Management Approach

The Total Quality Management movement of the 1990's was founded on the principles of statistical process control and continuous improvement laid out by W Edwards Deming from his post-war work in Japan (Deming, 2000).

Statistical process control was originally devised for manufacturing and involves measuring the output of a process in order to control it and reduce variation away from specified limits (e.g. a plank of sawn wood should be 50mm thick plus or minus 2 mm). The process is then continuously improved until it can reliably deliver the product from the production line within tolerance, ultimately removing the need for traditional post-production quality assurance checks (because quality can be guaranteed and doesn't need inspecting).

This 'zero defects' approach dramatically reduced the cost of poor quality by removing scrap and re-work, the need for QA departments, and the risk of poor quality product 'slipping through' to the customer or end user. Although manufacturing based, Deming recognised in his early work that service industries could benefit from his approach, commenting that "service needs

improvement along with manufacturing. Anyone that ever registered at a hotel in the United States will endorse this statement, I'm sure! The principles and methods for improvement are the same for service as for manufacturing" (Deming, 2000:183). The issue for academics and practitioners since this statement in the early eighties has been how exactly to apply these same principles of quality management to the service industry given the inherent difficulties in measuring the output of a service process (service quality is often a function of customer perception rather than quantifiable outputs and is measured as a combination of many dimensions). Indeed Deming himself comments "satisfaction of customers with respect to any given service....will show a distribution that ranges all the way from extreme dissatisfaction to highly pleased, elated" (2000:185). The challenge for practitioners is how to make these ratings a reliable measurement from which process improvement can be driven, and in particular to understand fully the elements of the service 'production processes' which are less clearly defined than a production line and involve all of the inherent variability of human beings.

The work of Deming was enhanced by Shigeo Shingo in his design of the Toyota production system, introducing concepts such as SMED (Single Minute Exchange of Die), JIT (Just in Time) and Poka Yoke (Shingo and Robinson, 1990:3), which effectively increased the responsiveness of production systems, up-skilled the workforce, reduced waste and delays, and began building in mistake proofing to product and production design. However Shingo did not expand Deming's thinking on the improvement of service quality.

The third big movement in 'Quality Management' was the realisation that 'quality' had to be designed into a product from inception. Dale and Oakland comment that "the role of the design function is to translate customer needs and expectations, requirements indicated by market research...into practical designs and specifications for materials, product and process" (1994:163). While not specifically relating their thinking to the service environment, Dale and Oakland were none the less recognising the importance of the customer in service design, and led some of the early thinking in what was to become known as 'Voice of the Customer' (George et al., 2005:55-68).

After progressing through the branding of 'Total Quality Management' in the 1990's (Dale, 1994) quality management as a collection of tools, techniques and philosophies is now more commonly labelled 'Six Sigma' after the success Motorola enjoyed with a quality management programme in their US manufacturing base which shared the same name (Pyzdek, 2003:4). The name is actually borrowed from the statistical term 'sigma' which is a unit of measurement for 'spread' (a standard deviation) in the output of a process – the distance that outputs are away from target. 'Six Sigma' is a goal that places at least six sigma (standard deviations) of the process output within the process's upper and lower specification limits. This would mean that only 3.4 outputs per million opportunities are likely to fall outside of tolerance (Pyzdek, 2003:3). As a branding 'Six Sigma' is now an umbrella term that incorporates all of the tools and methods of quality management that have developed since

Deming's early work into a number of project methodologies (of which the best known is DMAIC – Design, Measure, Analyse, Improve and Control).

While acknowledging the wealth of knowledge on the management of quality it is worth noting that the DBA research is focused simply on how to measure service quality in order that the impact on outcomes of just one of the inputs (hospitable people) can be tested. Lewis recognised the problems associated with this when he commented on the intangibility of services and their perishability (given that production and consumption are simultaneous). He noted the central role of the employee in service performance and commented that “variability often exists in services as a function of labour inputs and non-standardisation of delivery, hence the use of quality standards is more difficult” (1994:233). He also cites Bitner and Booms' (1981) work on the extended (or services) marketing mix, noting that service quality assessment by customers is likely to be affected by physical (or tangible) clues and is a particularly complicated rating to understand compared to the physical specifications of a product in the manufacturing context.

Although recognised as one of the leading writers on 'Six Sigma' Thomas Pyzdek avoids discussion on measuring service quality in his seminal 2003 work, instead focusing on the basic requirements of any measurement system – those of discrimination (being able to categorise data), stability, repeatability, reproducibility and linearity (2003:325). At a glance these requirements seem to rule out the creation of a valid measurement system for service quality as the very nature of the interpersonal relationships involved

introduces significant variation to both process and perception. The implication of this is that while some of the tools, techniques and the philosophy of 'Six Sigma' may be applied, the detailed application of statistical process control may be elusive in the service setting. However George makes an interesting observation when he notes that a 10% defect rate increases process cycle time by 38% (2003:21). This suggests that if quality can't be quantified and improved then the on-cost of poor service could be substantial time and resource being taken up resolving service failures (which itself may place additional strain on the service quality). However he generally avoids discussion of how to actually measure service output quality in his text, instead concentrating on *process* measurement and improvement (e.g. reducing paperwork, reducing emails) with the assumption that this would ultimately contribute to improved end-user quality. There is a passing mention to quantifiable service quality data that may be available such as customer complaint numbers, referral numbers, scored comment cards or even market share (George, 2003:368), which may be highly relevant for the DBA research.

2.5 Other Approaches

In their work Philip and Hazlett suggest that due to the enormity of trying to find a single model of service quality to fit across all service sectors "the time has perhaps come to break away from the SERVQUAL mould" (1997:272). They propose instead the P-C-P model that is hierarchical and graphically represented as a pyramid. Underpinning this approach is recognition that

each service sector needs the flexibility to adapt instruments for their own industry. They propose that measurement tools should take account of the uneven nature of dimensions (some being more important than others), and place the pivotal attributes of a service at the top of the hierarchy. In their skeletal model 'pivotal attributes' represent the end product (or the deliverables) that customers can expect to receive. Following 'pivotal attributes' are 'core attributes' which represent the processes and people that will deliver the 'pivotal attributes'. Finally at the bottom of the model are the 'peripheral attributes' – the nice to haves that provide 'roundness' to the service and delight the customer.

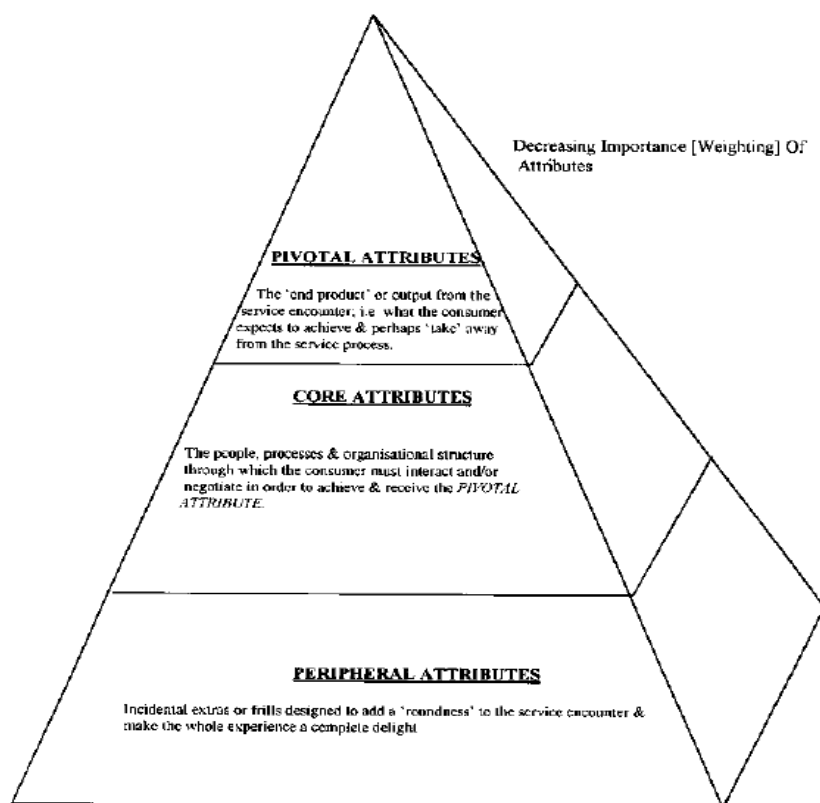


Figure 5: A Skeletal Framework for Measuring Service Quality

(Philip and Hazlett, 1997:274)

In their description of how to operationalise the P-C-P model Philip and Hazlett also recommend a simultaneous measurement of expectation vs. perception similar to the concept suggested by Webster and Hung (1994) although this time on a -2 to +2 scale with '0' representing 'just as I expected' (1997:278). They propose P-C-P as a skeletal model for adaption to any industry, claiming its flexibility and the separation of 'deliverables' from systems and people as it's main advantages over SERVQUAL.

There seems to be a general agreement that the time has perhaps come to move on from SERVQUAL which has failed to translate accurately between service sectors and different cultures (Brady and Cronin Jr, 2001:34). The model has made a useful contribution to the debate on service quality by serving as an anchor for research on the subject but it is perhaps trying to achieve too much by finding an overarching measure of service standards.

Brown, Churchill Jr and Peter agree that new thinking is required in the measurement of service quality, criticising the disconfirmation models (where actual performance is subtracted from performance expectations to give a rating) commenting that "there are serious problems in conceptualising service quality as a difference score (1993:127). They make interesting observations about the relationship between reliability and discriminant validity, noting that "a measure with low reliability may appear to possess discriminant validity simply because it is unreliable" (Brown et al., 1993:130). Discriminant validity is the degree to which theoretically unrelated constructs

(e.g. expectations vs. actual) do not correlate too highly with each other. They also discovered in their research that poorly worded disconfirmation model tools can restrict the natural variance of measures, with participants consistently over-scoring 'expectations' which could be considered a 'motherhood' variable (i.e. when more of something is always a good thing). For example if asked to score expectations of the room and bathroom facilities respondents would always tend to score to their desired standard as opposed to their real expectation level. Brown et al conclude by noting their own research finding that non-difference score tools are more reliable than their disconfirmation equivalents, a finding which has significance for the development of the DBA research into the impact of employing naturally hospitable people.

In their review of the work on service quality Brady and Cronin Jr (2001) note the historical divergence of thinking in the subject area and categorise two distinct approaches as 'Nordic' (led by Gronoos 1990) and 'American' (led by Parasuraman et al 1988). The 'Nordic' school define service quality by technical and functional measures (in a similar tradition to 'quality management' thinking), while the 'American' uses descriptors of service encounter characteristics (such as empathy and responsiveness). Although the latter has attracted considerably more attention and research effort over recent years Brady and Cronin Jr argue that there is merit in both approaches and propose a new research model that attempts to combine both paradigms into a new framework that researchers and practitioners can unite behind. They too are critical of the disconfirmation approach, but do incorporate the

work of Bitner and Booms (1981) on the services marketing mix in a recognition that the physical environment influences customer perception of the service encounter:

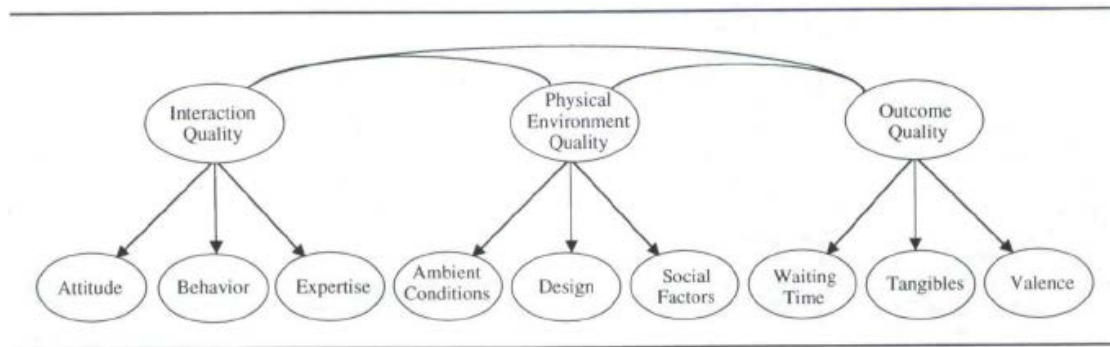


Figure 6: The New Service Quality Research Model

(Brady and Cronin Jr, 2001:43)

The Brady and Cronin Jr model attempts to capture the 'American' school of thinking as 'Interaction Quality', and the 'Nordic' approach as 'Outcome Quality'. Bitner and Booms work is captured as the dimension of 'Physical Environment Quality' in the centre of the diagram. Most of the sub-dimensions are self explanatory, except perhaps 'valence' which represents an over-riding factor that is beyond the control of the service provider (e.g. I would have had a great time if my partner hadn't taken the opportunity to ask me for a divorce). The model was tested on a sample of over 1000 respondents through a self completed questionnaire where participants were asked to score a set of 35 statements on a Likert scale of 1-7. Although they claim the model to be robust, Brady and Cronin do conclude by suggesting that further development and refinement would be appropriate. The construct

provides a useful base for the DBA research, drawing together the previously mutually exclusive three paradigms of service quality covered in this literature review (disconfirmation, a marketing perspective and the quality management approach). However the challenge for the DBA research will lie in how to determine the impact of changes to just one dimension (interaction quality) and in particular 'hospitableness' as a component part of the sub-dimensions, while controlling the noise on the measure from the other dimensions.

2.6 Influences on Consumer Choice

According to Clark and Wood (1998:139) very little has been written on consumer choice in the hospitality industry. In their own study into the factors influencing the choice of restaurant they found that friendliness of staff and recognition on arrival (implying a more personalised service) were *functions* of customer loyalty rather than key determinants - meaning that these are service characteristics that emerge as a customer relationship develops over time rather than drivers of that repeat business. This is of interest to the DBA hypothesis that employing naturally hospitable staff will increase sales and customer loyalty given that one of the motives of hospitableness identified by Telfer (2000:42) is a "duty to entertain one's friends". The research by Clark and Wood (1998) does not support the premise.

The research mirrors a study by Grandey et al (2005) which made a similar finding in the quest to understand the impact of emotional authenticity in service delivery. They discovered that not only are customers expert at

distinguishing between genuine and posed smiles, but that genuinely happy staff are perceived as more friendly which enhances the service encounter. The effect of this was not linked to the busyness of the service outlet, and had the cumulative impact of transforming an already competent service into an excellent one.

Grandey et al (2005:40) go on to comment that “extra role behaviours are recognised as occurring spontaneously and altruistically”, an observation that has clear echoes with Lashley and Morrison’s (2000) and Telfer’s (2000) view of the traits of hospitableness. They conclude that managers may be better to try and lead in a way that inspires extra role activity rather than simply dictate organisational display rules, although don’t answer the question about whether all staff are in fact capable of or motivated to deliver authentic behaviours in the service setting.

Wood (1994:13) noted that in around a quarter of dining out choices, the venue did not “necessarily reflect a primary investment by the consumer in the act of dining out for dining out’s sake”. He argued that the growth of ‘theatre’ and ‘fun’ in dining driven by the branded multi-unit operators had reduced the emphasis on service as a determinant of choice for many customers.

Ashforth and Humphrey (1993:90) in a discussion of emotional labour and display rules list four factors that make these concepts more relevant in service encounters than elsewhere:

1. Service personnel are situated in the heart of the organisation—customer interface
2. Service interactions involve face to face contact with customers
3. Service encounters are made emergent and dynamic by the uncertainty created from customer involvement
4. Service ratings are often based on the behaviour of the member of staff as a representative of the organisation

Despite the developing literature about the impact of extra role behaviours, emotional labour and authenticity in service delivery, a study by Akbaba (2006) into the SERVQUAL model (Parasuraman et al., 1988, Parasuraman, 2004) found that not all dimensions were of equal importance to the customer, with the dimension 'empathy and caring' being the least significant. However, although the research was hotel based, the research was conducted in Turkey and it is not clear if cultural differences between countries impact on customer expectations of service quality. Akbaba (2006) confirms in his literature review the common view that service quality is directly linked to customer loyalty, sales growth and employee satisfaction, and yet when service is compared to manufactured goods it is very hard to measure due to the "inseparability of production and supply, perishability and intangibility of services" (Frochot and Hughes, 2000:157).

3. The Nature of Hospitality

3.1 Hospitality

The word 'hospitality' has a duality of meaning that has emerged through academic study and commercial practice over a number of years (Lashley et al., 2007). On one side of the debate is an approach that studies the management of hospitality in the context of the hospitality industry – the commercial provision of food, drink and accommodation to paying guests. On the other is a field of study opened up through the contribution made by Lashley (2000) when he offered a three-domain model of hospitality. At the heart of the model is a recognition that hospitality is about a relationship between guest and host, and that this relationship can take place in a number of domains. Hospitality he argues has a setting in not only the commercial context, but also the private or domestic domain and at a social and cultural level – the other two dimensions together now forming the second field of academic study.

The commercial context is well known, comprising individual and chains of pubs, hotels and restaurants that have a functional view of hospitality as a service delivered to make a profit. The private domain is where hospitality takes place in the home, perhaps between friends or neighbours, and is also the location for the small commercial homes and enterprises in the literature (Lynch and MacWhannell, 2000). The social and cultural setting is about the historical, religious and societal obligations to be hospitable, and about how

those demands change over time. Although distinct, the three dimensions of Lashley's model are interrelated, with clear opportunities for the study of hospitality in the private and cultural contexts to inform hospitality industry theory and practice.

3.2 The Hospitality Industry

At base level the hospitality 'industry' is a service provider and should offer a neat fit with the literature on service quality yet arguably there is something different about a hospitality service that goes beyond the simple customer-provider relationship that is worthy of separate consideration. Perhaps this is because hospitality involves servicing the most basic of human needs (to eat, drink and sleep) as opposed to more modern day commercialised needs such as booking a flight or ordering a credit card, or perhaps it is because hospitality is the only service that can be traced back almost throughout human existence.

Academic writers have struggled to define 'hospitality' for many years, perhaps constrained by the traditional view that the 'hospitality studies' was uniquely about the commercial domain. It is therefore somewhat ironic that the hospitality industry was itself named by borrowing a term from the private and cultural domain, presumably intended to evoke reflected positive feelings from potential customers. Molz and Gibson describe hospitality as a "profoundly evocative concept that reverberates with cultural, political and ethical undertones" (2007:1) and go on to comment that the question of

hospitality is also one of “human civilization’s most ancient themes” (2007:3). However, Lashley and Morrison note (in the academic field of study at least) that the last two decades have seen a “preoccupation with commercial provision” (2000:3).

Lucas (2004) offers a useful distinction within this industrial setting when she describes the *hospitality industry* as a label for “businesses whose primary purpose is to offer food, beverage and accommodation for sale” as opposed to *hospitality services* that “take place within other parts of the economy...[and are]...mainly concerned with the provision of food and beverage in areas such as in-flight catering” (2004:3). Although these are quite tight definitions there has been some debate about whether the commercial hospitality ‘industry’ is actually hospitable at all, with writers such as Ritzer arguing that “...commercial hospitality is inhospitable because hospitable behaviour is being provided for ulterior motives to gain commercial advantage” (2007:129). In making this assertion he refers to earlier works by writers such as Heal (1984) and Telfer (2000) that comment on the nature of the individual motives and cultural obligations that are required in order to provide genuine hospitableness when viewed in its historical and ethnographical setting.

There have been a number of attempts to define ‘hospitality’, with one of the most frequently cited being “to make friends and familiars out of strangers” (Selwyn, 2000:26). Lashley (2000:8) refers to hospitality as the provision of food, drink and accommodation, with Telfer specifying that this is to people who are “not regular members of the household” (2000:39). Reisinger (2001)

echoes this conceptualisation, although extends it to the commercial setting by proposing that hospitality is about how guests are treated by “industry employees” suggesting that this treatment should be “with empathy, kindness and friendliness” (2001:4) in a hint at the potential traits of hospitableness. Guerrier (1999) talks about hospitality in a reciprocal sense, as an exchange designed to benefit both host and guest - the host benefiting from enhanced social standing and a sense of well being (having exercised a moral duty), and the guest from having been provided with food, drink, accommodation and entertainment. She also refers to the rules that have built up over time regarding the hospitality interaction in either commercial or private settings (rules such as what to wear, what gifts to bring etc), and the responsibility on the guest to comply with them.

3.3 The Social and Cultural Setting

In order to enlighten the research into the components of ‘hospitableness’ and its effect on service quality in the commercial setting it is useful to explore the origins of hospitality (the social and cultural dimension of the Lashley model), along with private hospitality, so as to draw out similarities and differences with the ‘service quality’ perspectives reviewed in the previous section. However a key challenge in this exploration is that until relatively recently not only have few academics studied hospitality from “historical, cultural or anthropological perspectives” but also that the “consideration of hospitality and the value placed on being hospitable to strangers varies through time and between societies” (Lashley, 2000:5).

In Felicity Heal's (1984) study of hospitality in early modern England she identifies three components of hospitality in its traditional English context – the duty of the householder to act as host to all (regardless of social standing), the duty to provide food, drink and accommodation in the domestic setting (with food and drink being the most important), and the Christian duty of hospitality (to help the poor) placed upon all Christians by the scriptures (1984:67). Sheringham and Daruwalla (2007) comment on this religious role in our understanding of hospitality; faith making it both a moral obligation and a virtue. In the historical setting, Heal argues that hospitality was inextricably linked with our duties to the poor, and that benevolence was one way in which the wealthy and landed gentry of the English middle-ages could enhance their standing and reputation amongst the population. In contrast to both later and earlier periods, in early modern English hospitality there appears to have been no duty of reciprocity, simply an understanding that the level of hospitableness provided should match an individual's means - requiring that the wealthy landowners and aristocracy felt the greatest obligation to provide open-house style hospitality.

However, this model of hospitality was not new and can be traced back through time to more ancient civilisations, particularly those of Rome and Greece (O'Gorman, 2007). Although this is without the influence of Christianity in earlier cultures it is often replaced with similar religious duties in other faiths, particularly those of the Abrahamic tradition. Indeed even within Christianity Heal notes variation in how the protestant and catholic faiths

interpret their duties, with a further shift after the English reformation to a more overt use of the scriptures to prescribe to householders their duties (1984:72). Indeed Selwyn comments that hospitality “was a popular subject in the sermons and writings of priests” (2000:21). According to Heal the Christian hospitality tradition placed an additional onus on altruistic giving and hospitable behaviour toward the poor, with peer groups taking a secondary role unless they were neighbours entertaining neighbours which was seen as important for building strong communities (1984:78).

It wasn't until the post-civil war period in England that the traditional religion-based notions of hospitality began to break down, albeit slowly. Wealthy classes began gravitating toward London, toward 'court', and toward the social whirl of the 'season' and with it away from their regional power bases. In a transition charted by Heal (1984), Palmer (1992), and King (1995) the hospitality emphasis gradually moved toward a focus on the lavish and the indulgent, and the entertainment of one's peers and social superiors became prevalent as a means of gaining favour, with the introduction of the expectation of reciprocal invites into ever better social events, balls and gatherings. Interestingly Santich (2004) traces modern emergence of 'gastronomy' to a similar period following its earliest origins in 4th century BC Greece, and it is likely that its increasing popularity is closely linked to the change in hospitality behaviour described. Despite this, some elements of the traditional responsibilities to be hospitable did survive, manifesting themselves through the functions and events for estate workers that retained in spirit at least an element of the redistributive process, and perhaps even with echoes

through to the modern day Christmas party. As standards of living began to rise the needs of potential guests also began to change, with safety and accommodation becoming a lower priority as civilisation began to emerge from the relative darkness of the English Middle Ages.

O’Gorman (2007) in his exploration of ancient and classical origins of hospitality picks up on a theme of reciprocity, although notes that the origin of the obligation is unlike its modern day equivalent, being somewhat darker and more practical in intent. He comments that hospitality traditionally involves the entertainment of a stranger, and yet strangers are unknown and could well be hostile. Therefore the reciprocity in this context is about the host protecting the stranger whilst in their care and in turn being protected from them. On a similar theme Selwyn (2000) observes that ‘hospitality’ and ‘hostility’ are opposite ends of the same continuum, with one easily turning into the other and indeed both expressing the “existence rather than the negation of a relationship” (2000:20). In his examination of the anthropology of hospitality he finds that it has often played a significant role in early tribal and later national interests, smoothing the formation of strategic alliances and disarming hostile intentions. O’Gorman traces this concept back to the writings of Homer where he notes that “the master of a household formed allegiances with the masters of other households and through this tangible hospitality their house grew in wealth, strength and status” (2007:22).

O’Gorman also charts the rise of commercial hospitality in the Roman setting, and sees no tension with the financial nature of the transaction. Indeed in his

comment that “the concept of reciprocity – monetary, spiritual, or exchange - is already well established” (2007:28) he betrays a view that commercial hospitality is just as valid as any other form. This however is at odds with many commentators who appear to feel that the historical and domestic settings provide a much truer guide to the nature of hospitality (Selwyn, 2000) (Lashley, 2000) (Heal, 1984).

The debate about the location of reciprocity in the hospitality debate is perhaps best expressed as a continuum overlaid against Lashley’s three dimensional model of hospitality (2000):

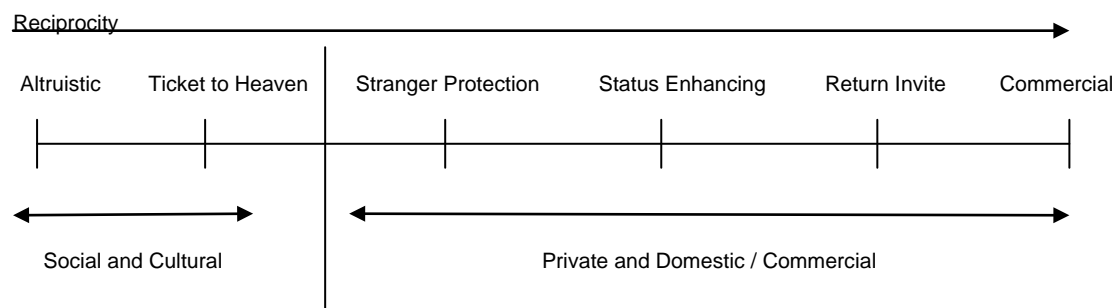


Figure 7: The Reciprocity Scale for Hospitality

Pure, altruistic hospitality is at one end of the scale, and represents the giving of food, shelter and accommodation based on cultural obligations with no expectation of return. Next is the provision of hospitality as a religious requirement, almost altruistic but with an implied degree of expectation of reciprocity as believers meet faith requirements on the understanding that it improves their standing in the afterlife. It is suggested that both of the first two

points of the scale relate to Lashley's (2000) 'Social and Cultural' dimension on his model of hospitality.

The continuum then sees ever increasing tangibility on the reciprocal requirements placed on the host-guest transaction as it moves toward the commercialisation of hospitality through Lashley's (2000) other two dimensions. It begins with the very real and physical benefit of being protected from a stranger in your own home, through the status enhancement of providing hospitality to the poor, needy, workers, or colleagues, and on to the expectation of a return invite with the assumed consumable elements and intangible benefits (such as the chance to network or to be seen in the right places).

3.4 Commercial Homes: The Private Domain

To help understand the application of 'genuine' hospitality as provided in a domestic context to the modern commercial setting, there is merit in studying a specific area of Lashley's three dimensional model of hospitality, that of the 'commercial home', (located in the private or domestic dimension).

'Commercial Home' is a relatively new phrase coined by Paul Lynch in his PHD thesis (Lynch, 2003:4) and builds upon the work published in Lashley et al by Lynch and MacWhannell (2000). It refers to the type of commercial accommodation typified by small guest houses where the host "uses their home not only for private life but also business life" (Sweeney and Lynch, 2007:101). These commercial homes are generally not set up as formal

hotels and much of the living space is shared between the family and guest, although in most cases there are some private areas which are 'off bounds' to guests to varying degrees. The decision to operate a commercial home can be deliberate or emergent, with many entrepreneurs potentially attracted by low barriers to entry such as existing home ownership, low start-up capital requirements and a sense of 'nurtured' expertise (if we can already successfully 'host' family and friends why not paying guests?).

Based on their research with six commercial homes Sweeney and Lynch comment that both larger commercial hotels and the private home share a desire to provide hospitality, comfort and other services, as well as using the "boundaries and compartmentalisation of space" to mark out differences between public and private areas (Sweeney and Lynch, 2007:101). They found that despite this separation of space running a B&B often becomes incorporated into family life in the home, with many guests choosing this style of accommodation deliberately for this aspect.

From the perspective of DBA research the commercial home may prove fertile ground in the hunt for the traits of hospitableness given the hypothesis of naturally hospitable people being drawn to work in the industry, however Sweeney and Lynch found that their sample was evenly split in terms of 'meeting new people' as a motivator, with the remainder operating commercial homes out of financial necessity. They comment on the issue of trust, and found in general hosts extend this to their guests by leaving objects of sentimental value on display and not locking doors to private spaces. In the

main this trust is well placed and returned. They also discovered a number of examples of guests buying gifts for their hosts, going beyond the reciprocal requirement of payment and implying a relationship that has developed beyond the purely commercial.

It is the author's hypothesis that people of a certain disposition are more likely to be drawn to particular industries (in this case hospitality) than others. It was the exploration of this that led Getz and Carlsen (2000) to research the nature and motivations of owner-operated tourism businesses in Western Australia. Of the 198 respondents in the survey over 66% of businesses were owned by couples, and 82% of respondents were married. Eighty three percent of owner-operators had started the business, with 44.4% of them having been in the past five years. Ninety five percent of businesses employed less than 10 people.

The responders were asked to rate their goals when starting in business and within the top three were both 'to live in the right environment' (1st place) and 'to meet interesting people' (3rd place). Although this is only a limited sample study in Australia if we interpret the desire to meet interesting people as a potential trait of hospitableness the results appear to support the DBA hypothesis about hospitable people being drawn to work in or run hospitality businesses, and corroborates the findings of Sweeney and Lynch (2007). This also correlates with this the second most popular answer to the question about aspects of the business that give most satisfaction which was 'seeing customers enjoy themselves', something which again has parallels to

hospitality (Getz and Carlsen, 2000:557). Disappointingly however the research didn't extend to cover what business or jobs the owners had been in prior to starting their guest house or farmstay.

In Britain extensive research into commercial homes was carried out in 'The National Survey of Small Tourism and Hospitality Firms' (Thomas et al., 2000) which has now been conducted over a number of years. The survey identified a number of marketing strategies within small hospitality businesses, but notably a general trend toward emphasising the personal elements of the product mix – using the notion of host, individuality and personal service as a key driver of trade. The survey also looked at motives for individuals choosing to operate small hospitality and tourism businesses, with very few (about 10%) citing 'making lots of money' as the motivator. This is corroborated in the work done by Lashley and Rowson (2005) into operators of small hotels in Blackpool who noted that in general lifestyle change and low perceived barriers to entry were key determinants of choice. This notion of 'lifestyle' together with an overlap of the required skill set and operator's domestic roles perhaps brings us a stage closer to discovering how domestic and culturally-driven hospitality can be delivered in a commercial setting, or indeed the common ground in Lashley's (2000) three domain model of hospitality.

4. Personality and Hospitableness

4.1 Personality and Satisfaction

A study by Aziz et al (2007:755) found that “research on the personality characteristics and their use in selecting employees in the hospitality industry continues to be scarce”. This is the gap in knowledge that the DBA research is hoping to address through the research proposal outlined in Document One. Aziz et al (2007) identified high levels of annual staff turnover in the hospitality industry which ranged from 95% to 285% and hypothesised that this “withdrawal behaviour” could indicate employee dissatisfaction. They found that not only do personality characteristics play an important role in predicting employee satisfaction levels but also that those with a certain profile were more likely to be happy at work.

In this context it is interesting to note the findings of Roger et al (1994:23) who discovered in an earlier study that customer satisfaction is positively related to employee satisfaction. Bitner et al (1990) argue that low levels of job satisfaction potentially cause low quality service encounters and according to Bitner (1990) this in turn is likely to lead to lower levels of repeat purchase and word of mouth marketing.

Rogers et al (1994) also discovered that job satisfaction could be increased by employing staff who tend to be highly empathetic by nature as these people are more likely to respond to the needs of customers and less likely to

have arguments with fellow staff. This theme has obvious resonance with the DBA research into the benefits of employing hospitality staff with (yet to be) defined personality traits and suggests the notion that the quality of customer service may be linked to these characteristics. The writers touch directly on the DBA hypothesis that it is possible to identify the traits of hospitableness when they state that “individuals who are highly empathetic will display altruistic behaviours, i.e. genuine feelings of emotional concern during the service encounter” (Rogers et al., 1994:16) as one of the recognised traits of hospitableness in the limited existing literature is “being hospitable for genuine motives” (Ritzer, 2007:129).

Watson (2008:420) notes that the hospitality industry is particularly diverse, particularly in terms of the ownership, size and geographical spread of the 180,000 establishments estimated to be in the UK, although despite the presence of large multi-site operators over 75% of premises employ less than 10 people. It is likely that these represent leased or tenanted pubs, commercial homes (Lynch and MacWhannell, 2000), small guest houses and hotels. The scale of SME’s lends credence to the researcher’s notion of people who are naturally hospitable being drawn to work in the industry not for so much for commercial gain as simply because they enjoy giving hospitality.

Wildes (2007) also reported on particularly high levels of employee turnover in the hospitality industry and commented that this is particularly significant because of the unique guest-host interaction. He noted that employee satisfaction (and their likelihood to stay) is critical to the encouragement of

repeat business, presumably because of the personal nature of the customer-host relationship and that customers like 'to see a familiar face'. His research found that increased 'internal service quality' (i.e. that provided from managers to workers in the employment context) was also directly linked to retention, and that amongst restaurant workers a 'fun place to work' was the most important dimension to internal service quality after money (2007:13). A possible conclusion might be that there is something generic about the personality types attracted to work in the hospitality sector that find this motivator (a fun place to work) particularly appealing, and that this may be linked to the traits of hospitableness. It would be interesting to test this in other industries to see whether 'a fun place to work' is of greater or lower significance in the hospitality trades. Interestingly 'training and development' and 'career advancement' were ranked the lowest, perhaps a reflection of the employee's own view of the temporary nature of their jobs in the hospitality industry.

Whatever the current theory or practice in relation to personality types being drawn to work in a particular sector, one thing that is common to many service environments is a set of either cultural or actual rules that are designed to govern the appearance of personality type during the provider-customer interaction regardless of the actual personality or emotional state of the server, something Hochschild (2003) referred to as 'emotional labour'.

4.2 Emotional Labour

The last decades have seen an increasing awareness amongst commercial service providers of the importance of emotion in customer satisfaction.

Employers frequently demand that workers act out positive emotional responses to customers in the hope of engendering mirrored reactions which they hope may have a correspondingly positive impact on satisfaction ratings. Negative emotions are expected to be suppressed to avoid the same response in reverse. It is likely that service providers seek to stimulate positive emotions and feelings in customers such as joy, anticipation, satisfaction, security, enthusiasm, happiness, pride and enjoyment, and consequently they place demands on staff to deliver their service in a manner consistent with this regardless of whether the feelings or emotions are faked or genuinely felt.

To this end many organisations have 'display rules' or norms that govern the kind of emotion that a service operator is expected to demonstrate in a service interaction (Darke and Gurney, 2000:81); for example funeral directors are expected to be serious, sympathetic and sombre, nurses empathetic and caring, cocktail waiters lively and engaging. These rules develop through a mix of societal, occupational and organisational norms that are usually commonly understood, although vary in intensity and to some degree are culture dependent. According to Austin et al (2008:680) emotional labour (Hochschild, 2003) describes the process by which employees display the particular emotions that are relevant for their job regardless of whether or not

they are actually feeling them. They go on to explain that although there are many ways in which these emotions can be framed, most recent texts have adopted the phrases of 'Surface Acting' and 'Deep Acting' coined by Hochschild (2003:35), and neatly described by Rafaeli and Sutton as (1987:32) "faking in bad faith" and "faking in good faith".

Surface acting involves simply the attempt to create the impression of a particular emotion whereas deep acting involves the employee in actually attempting to feel the emotion for real. This has clear links to the notion of hospitable people working in the hospitality industry and the debate over whether staff or owners that are genuinely hospitable are not only able to act an emotional response to their guests, but about whether they are actually acting at all (i.e. their hospitableness is genuinely felt). Austin (2008) asserts that surface acting involves considerable occupational stress (often associated with the concept of burnout), whereas deep acting is more likely to generate feelings of accomplishment.

The study also found a clear link between levels of emotional intelligence (EI) and the use of deep acting, with workers in this category avoiding surface acting as a means of conforming to the organisation's emotional display rules. Where little or no acting is required because the emotional response to the customer is genuine Rafaeli and Sutton (1987:32) describe this as "emotional harmony" and suggest this represents an ideal fit between person and environment. This informs the search for the traits of hospitableness by suggesting that such a perfect fit is achievable and presents the possibility

that if the display rules for a host-guest interaction can be successfully identified they may in addition represent a list of the characteristics of hospitableness.

Diefendorff et al (2005) argue that employees only engage in surface or deep acting when they are unable to naturally display the required emotions simply as a consequence of their interaction with the customer. They comment that the lack of research into the natural display of emotion is surprising given how common this behaviour is expected to be and that it is unlikely to be associated with the common side effects of surface acting such as burnout or emotional dissonance. Of particular interest to the researcher in relation to the traits of hospitableness and the hypothesised linkage to sales, the study identified a positive correlation between the personality trait of extraversion and the expression of naturally felt emotions at work. This ties in with the idea of 'confidence' discussed by Watson and Brotherton in relation to employees reaching their potential (1996).

Brotheridge and Lee (2003:375) found that surface acting was "significantly associated" with depersonalization, emotional exhaustion and a reduction in the feelings of personal accomplishment which corroborates the work of Aziz et al (2007) and Wildes (2007) on labour turnover caused by low levels of job satisfaction. Brotheridge and Lee (2003:376) also allude to a linkage between surface acting as a trigger for deep acting, and the latter as an actual influence over real emotion (i.e. the prolonged expression of an emotion often means that the actor's real emotional state is ultimately changed to match).

Ashforth and Humphrey (1993:97) also talk about this change to the actual emotional state of the provider, and of the psychological risk of losing yourself in the part (and by extension 'turning off' the real you) to the point that it is sometimes almost impossible to 'turn back on' again the real person which leads to an "impairment of the authentic self". Brotheridge and Lee also found that the required duration of an interaction increased the likelihood of deep acting being adopted as the preferred emotional labour strategy, surface acting being more commonly reserved for shorter, repetitive and routine encounters.

Drawing together the research to date it is possible that surface acting, deep acting and emotional harmony are actually a continuum; where service providers can enter at any point or progress through the levels in a logical progression:

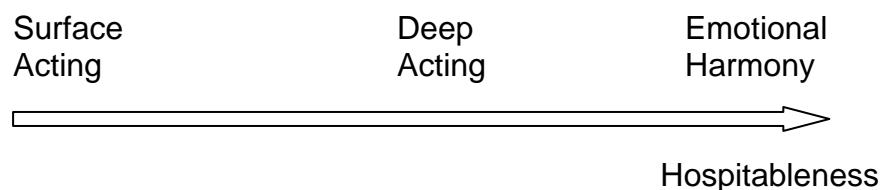


Figure 8: The Emotional Labour Continuum

In this continuum model deep acting is often triggered as a defence mechanism against the 'burnout' effects of surface acting, and used for long enough the acted emotion becomes genuine as the person loses themselves in the part to achieve emotional harmony. Hospitableness is shown on the

continuum in tandem with emotional harmony. This is to suggest that service providers who aspire to be genuinely hospitable cannot fake it – the emotional response and motivation to be hospitable must be real, and there can be no emotional dissonance.

Kim (2008) sought to test the findings of both Brotheridge & Lee (2003) and Diefendorff et al (2005), and discovered that where organisations express positive display rules (e.g. you *should* smile at all times) it has a positive correlation to deep acting, whereas negative display rules (e.g. you *shouldn't* be grumpy) were associated with surface acting. Their study corroborated the findings on the strong relationship between surface acting and emotional burnout or exhaustion, and the link between the length of customer interaction with the likelihood of deep acting. This link could well be a protection mechanism to minimise the impact on the employee's natural emotional state given the psychological damage often caused by surface acting. Within the hospitality industry this sets up the proposition of different styles of acting dependent on the nature of the operation, with a likelihood that smaller, proprietor operated guest houses or commercial homes may see the greatest proportion of deep acting due to prolonged exposure to guests. It would be interesting in this context to further study Ashforth and Humphrey's (1993) finding of sustained periods of deep acting influencing actual emotion and researching the point at which the act becomes real.

Ashforth and Humphrey (1993:88) go on to observe that "the manner in which one displays feelings has a strong impact on the quality of service

transactions” while in the same research being conscious that “emotional labour may trigger emotive dissonance and impair one’s sense of authentic self” (1993:89). The implication of this has an impact not just on the genuine emotional state of the service provider but is also likely to impact negatively on service quality in the eyes of the customer. For a host to be genuinely hospitable there must be an authenticity in the interaction with the guest (Lashley and Morrison, 2000).

Rafaeli and Sutton (1987) explore the level to which emotion has to be controlled and manipulated to conform with display rules but suggest that the degree of change required is made easier if managers seek to recruit people whose natural emotional profile is closely suited to the role. They also discuss the dynamic nature of managing emotion in the context of the customer interaction - going from the initial emotional ‘act’ on behalf of the server (the smiling welcome) to the emotional ‘interaction’ once the exchange is underway as the server moves and adjusts their emotional position to gain empathy with the customer. They convey this in the organisational context and despite later references to the idea of dissatisfaction and burnout caused by ‘emotional dissonance’ do not go on to discuss how the level of change required compares to the normal level of emotional interaction in private life.

Perhaps their most relevant argument however for the DBA research is the notion put forward about ‘encore gains’ and ‘contagion gains’ (Rafaeli and Sutton, 1987:30). Ritzer (2007) argues that commercial hospitality can never be truly genuine hospitality because the financial transaction gets in the way.

Although reciprocity of hospitality is now commonplace in the domestic setting, perhaps in the commercial context 'contagion gains' such as loyalty and repeat business would represent an appropriate alternative. Although not being appropriate to reward the host with a return invite, the customer's ongoing patronage may be just as significant a gift. This echoes the work by Sweeney and Lynch (2007) where they found that guests in commercial homes had in some cases bought presents for their hosts in addition to making the usual financial payment.

Nickson et al move the debate forward around emotional labour when they suggest that companies should also look for physical attributes that fit with the service 'ideal' such as 'looking good' or sounding right' (2005:196). They term this 'aesthetic labour' although this is a descriptor that ultimately includes not just the physical but also more the general soft skills. They note that companies have been unofficially recruiting to 'aesthetic labour' standards for many years, with the airline industry being a good example where stewards are recruited on the basis of their personality and looks. How far businesses can specify their standards is to some degree governed by equality laws, but the rationale for recruitment decisions is an imprecise science and one that often does not have a sufficient audit trail to be held to account.

In their research into Glaswegian hotels and retailers Nickson et al found that common characteristics sought by employers were "sociability, self-presentation, friendliness, drive, honest / integrity, conscientious and adaptability" (2005:200), and that they attempt to discern these through the

“classic trio” of application forms, CV’s and interviews. Over half of employers surveyed had rules for general tidiness (98%), clothing style (74%), jewellery (66%), and make-up (63%) in an attempt to manage the aesthetics of their employees and the implication is that managers would subconsciously recruit to these rules to make the job of managing compliance easier once an employee was in later in post. Sixty five percent of employers also responded that ‘personality’ was a critical requirement in potential recruits, with the remainder saying it was ‘important’. 98% of responses also listed ‘right appearance’ as either critical or important while ‘experience’ and ‘qualifications’ scored poorly. The implications of this are that although they are difficult to define, employers are acutely aware that personality and the physical attributes of the person have a discernable effect on the customer’s perception of service quality.

This discussion of personality and of emotional labour has links to the search for the traits of hospitableness in trying to establish an understanding of the use and influence of personality traits in the hospitality workplace, of the genuineness of staff interactions and of their impact on customer satisfaction through measures such as service quality and labour turnover. If it is possible to express genuine emotions and characteristics in the service encounter, then the relevance of emotional intelligence traits and personality in the host can reasonably be said to be significant. This is corroborated by Langhorn (2004) who found in a recent study of branded restaurants that a host with high levels of ‘Emotional Intelligence Quotient’ who perceives emotional responses in their guest and is able to role model preferred emotional states

such as enthusiasm, happiness, satisfaction and delight in the hope of reciprocation is most likely to be positively correlated to high levels of customer satisfaction.

4.3 Hospitableness

A meta-search of electronic library and journal holdings reveals that the concept of 'hospitableness' is little researched in its own right, usually meriting only subsidiary mention as part of work on the wider subject of 'hospitality' with searches generally returning the work of Elizabeth Telfer in Lashley and Morrison's edited book 'In Search of Hospitality' (2000). The significance of the idea of 'hospitableness' is central to the DBA research, and it is hypothesised that its very existence may disprove Ritzer's (2007) argument that commercial hospitality can never be genuine (as it is provided for ulterior motives e.g. money) - genuine hospitality according to Heal (1984) should be offered altruistically. Telfer (2000) argues that 'hospitableness' is the key to bridging this gap as some people may naturally possess more 'hospitable' traits than others, and that if such people are drawn to work in the hospitality industry it is likely that at the point of delivery their 'hospitality' is genuinely given and the commercial transaction temporarily forgotten.

Telfer covers in her discussion of 'hospitableness' the notion that people may *choose* to be hospitable as a way of realising moral virtues. This she argues, may be on account of one of three reasons – firstly that they may simply enjoy being hospitable, secondly that they have a talent for hospitableness which

they wish to use, or finally that they have at their disposal significant assets which could be used for entertaining such as a large house (Telfer, 2000:53). Thus it would seem that in Telfer's view 'hospitableness' is not a set of personality traits, but more a series of behaviours that an individual can opt in or opt out of depending on their circumstance and motivation. However, in her suggestion of talent as a motivator Telfer does indicate that some people may be more naturally inclined to the demonstration of 'hospitable' behaviours than others, and it is these 'behaviours' that the DBA research is seeking to uncover.`

Telfer puts forward the view that genuine hospitableness is only possible where the right motivations exist and that it should be seen as a virtue, albeit an optional one along side the more traditionally acknowledged virtues such as "benevolence, public-spiritedness, compassion, affectionateness" (2000:54). Yet if you study the origins of hospitality (particularly in England) researchers such as Heal (1984) argue that these compulsory virtues are in fact the motivation for the provision of hospitality, i.e. the very things that motivate hospitable behaviour. In her work Telfer also draws a useful comparison between being a good 'host' (which could be mechanical and driven by a sense of duty), and being genuinely hospitable which she argues is about entering into the spirit of the occasion (2000:43), and although similar behaviours may be exhibited in both instances, genuine hospitality is only possible where the right motives exist as a precursor.

It is likely in this context that true 'hospitableness' is closely linked to Hochschild's (2003) work on emotional labour and Langhorn's (2004) study on the role of emotion in service encounters, with hosts having genuine concern for the guests emotive state. Hosts with the right motivations are more likely to achieve a degree of empathy with their guests and mirror the emotions and feelings they are trying to stimulate in their visitors naturally, rather than through a process of acting.

Lashley comments on Telfer's work and summarises the motivations for genuine 'hospitableness' as "a desire for the company of other people, the pleasure of entertaining, the desire to please other people, concern or compassion to meet people's needs, and a perceived duty to be hospitable" (2000:11). It may be that ultimately 'hospitableness' is a two dimensional construct, with the behaviours of a good host on one dimension - "making yourself responsible for...[your guest's]...happiness" (Telfer, 1996:86), and the motivators on the other - with both needed to be in alignment to achieve a genuine disposition to hospitable character. According to Telfer good hosts should be both "skilful and attentive" (1996:86), with attentiveness being essential to 'hospitableness' although the skilfulness is not, and the skills in question being things such as cookery, or the ability to prevent heated discussions turning into arguments.

Barbara Santich (2007) in her précis of Lashley (2000) and Telfer's (2000) work puts forward the notion that for commercial hospitality to be perceived as genuine not only must the host be skilful, but they must also persuade the

guest that their primary motivation is the guest's welfare not that of maximising profit. One way of achieving this is by charging what the guest would consider to be a very reasonable price as opposed to an extortionate one. She goes on to summarise the qualities of hospitableness, noting that they incorporate "empathy, friendliness, enthusiasm, courtesy, [and a] genuine personal interest in guests" (Santich, 2007:55) although fails to distinguish clearly whether these are skills and behaviours or motivators.

In an unacknowledged nod to Telfer's (1996) work Ritzer describes hospitable motives as "the desire to please others through feelings of friendliness and benevolence or through enjoyment in giving pleasure. They [hospitable motives] may involve feelings of compassion for others or a desire to entertain friends." "Truly hospitable behaviour" he concludes "has a concern for providing hospitality through helping, entertaining, protecting and serving guests" (Ritzer, 2007:129).

In seeking out the qualities of a good host Di Domenico and Lynch (2007) discuss the argument that the term 'host' is outdated in the modern commercial context, resisting calls to redefine it as simply 'provider' (or in the case of small commercial homes 'proprietor'). They argue that it still has currency as it implies a more personal commitment from the provider to a customer's happiness, in the same way that the word 'guest' attaches value to the paying consumer. The phraseology of 'host' and 'guest' also defines the power relationship within the transaction, with guests having to conform to a series of rules and boundaries set by the host (Guerrier, 1999:41), which are

the reverse of the standard 'customer' and 'provider' frame which grants greater power to the patron.

4.4 Identifying Traits

Lee-Ross comments that despite the growing body of work on service quality “relatively few researchers have chosen to study the relationship between server attitudes and service provision” (2000:148). In a move directly relevant to the DBA research on the topic he has developed a model which aims to assess individual's natural pre-disposition to service (the service predisposition instrument or 'SPI') for use in recruitment and selection. The process involved initially interviewing 60 undergraduate students to list factors that they thought indicated a disposition for service which were then built into a working model for testing:

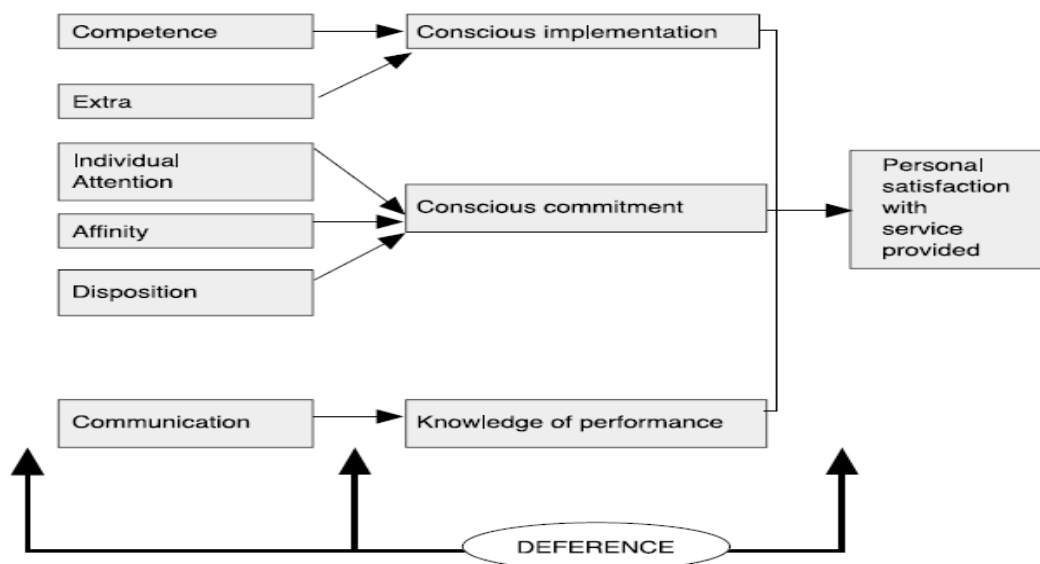


Figure 9: The Service Predisposition Model

(Lee-Ross, 2000:149)

The formula for calculating disposition is given as (extra + individual attention + disposition + communication) x competence x affinity, divided by 4, with each dimension having being measured on a Likert scale in 33 statement system that has echoes of SERVQUAL (Parasuraman et al., 1988).

The three levels within the model represent initially the traits being tested for. Lee-Ross makes the point that the nature of service implies deference on the part of the server and the level of deference is something he sees as a moderator (i.e. the deference score is an indication as to how positively or negatively participants will respond to the other measures). The first and last levels (the service dimensions and outcome measure) are reasonably self explanatory, but the cognitive expression column in the middle is explained thus:

1. *Conscious implementation* – the level to which the server feels that they have completed their service tasks
2. *Conscious commitment* – the degree to which the server feels a sense of obligation to their clients
3. *Knowledge of performance* – the level of self awareness a server possesses about their performance

(Lee-Ross, 2000:152)

Although Lee-Ross found his instrument to be relatively rigorous from a psychometric perspective one criticism of his work would be that he didn't test

the link between the employment of people with a natural service disposition and organisational performance.

His journey has essentially been similar to the one proposed for the DBA research (accepting the difference in focus between service disposition and hospitableness), but without an examination of the impact on sales and loyalty the value of the work is unknown. On this Lee-Ross (2000:155) comments that to improve quality and consistency businesses could use 'scripts' to reduce the variability in the service encounter, and that staff with a high disposition to service may deliver them better and be more competent in going 'off script' when required to respond to the dynamic nature of the transaction. However, he also believes that the skills to follow a script could be 'trained in', all of which is at odds with the DBA hypothesis that it is naturally hospitable people being authentic in the service encounter that engenders the highest satisfaction ratings from customers.

5. Developing Service and Hospitable Character

Training and development of hospitality employees is a well established tradition. As a participant observer the writer is familiar with multi-million pound training budgets, although anecdotal evidence from the UK's largest pub operators (such as Punch Taverns, Enterprise Inns or J D Wetherspoon) would suggest that there is still (in 2008) a tendency to focus on job specific task-skills training rather than personality development or customer service skills.

Watson and Brotherton (1996) examined the nature of the hospitality education-industry training axis and suggested that artificial divides were inappropriate, instead favouring a holistic approach. They noted both the increasing internationalisation of both customers and staff, the demands this puts on employees and yet the perpetuating ease of entry into the industry where many entrants receive little or no education. They proposed a three 'C' model for successful management development comprising 'competence' 'capability' and 'confidence', commenting that without confidence employees "will not develop to their full capability" (1996:19).

Confidence is often linked to the notion of commercial hospitality as a performance or ritual and over a decade later Lashley et al (2007:182) found that training is often centred around "service skills, instructing employees on body language, verbal interaction and customers, and dress codes and uniform standards, all of which have strong performative connotations" and he

implies, which are designed to build the confidence of the performer. Lack of confidence is often linked to fear of the unknown (Watson and Brotherton, 1996:20) and training is designed to remove this trepidation. To perform convincingly 'actors' must be confident on stage and in the search for the traits of hospitableness it strikes the researcher that 'confidence' may emerge as a candidate given its' strong links to the literature on service quality (Rogers et al., 1994) (Aziz et al., 2007).

Watson continues the study of hospitality management development in her recent paper (Watson, 2008:415) commenting that the industry is often painted as distinct with it's own professional bodies and separate academic base, and argues that hospitality managers may have "distinct educational development needs". The suggestion that the demands of the sector are different to other management roles hints at the unique nature of the guest-host relationship in the hospitality sector, and perhaps that specialist traits or skills are required of those who work in it.

6. Conceptual Framework

Concepts are “the building blocks of theory” (Bryman and Bell, 2007:157) and according to Fisher a *conceptual framework* helps the researcher to find their way around the research material, offering “structure and coherence” to the task (Fisher, 2007:122).

Taking Telfer’s (1996) definition of hospitality as ‘the provision of food, drink and accommodation’ and drawing on the work of Heal (1984), Lashley (2000), Selwyn (2000), Santich (2007), and Di Dimenico and Lynch (2007) it is suggested that the qualities of ‘hospitableness’ might be measured across two dimensions – the *behaviours* of being a good host, and the *motivation* to be hospitable.

The behaviours of good hosting may themselves be sufficient to provide hospitality in its literal sense, but for the hospitality to be *genuinely* given it is suggested that it must be given for the right motives. The model below implies that both dimensions must be in alignment for hospitality provided by an individual to be considered authentic (as opposed to simply being good service delivery), and for the ‘host’ to actually demonstrate genuine ‘hospitableness’:

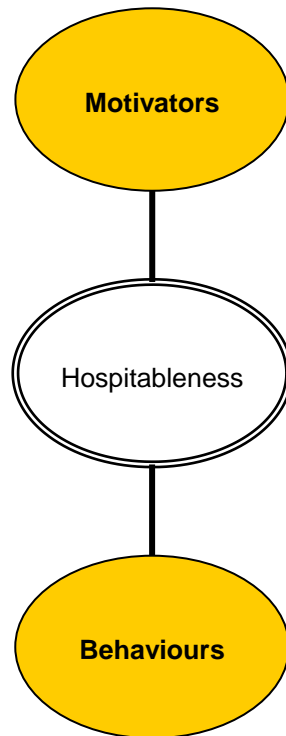


Figure 10: The Dimensions of Hospitableness

It is intended that a grounded approach (Bryman and Bell, 2007:14) using the critical incident technique (Flanagan, 1954) will populate the elements of each dimension, and indicate their relative influence on overall disposition (i.e. are there *degrees* of hospitableness or is it 'all or nothing?'). Research will be conducted using either loosely structured interviews or questionnaires.

It is also intended to take Lashley's (2000) three-domain model of hospitality as a framework within which to base the research. This puts the guest-host relationship at the heart of the notion of hospitality, and allows the DBA research to study 'hospitableness' in domestic, social and cultural settings in order to inform the application of the findings to the commercial context.

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DOCTOR OF BUSINESS ADMINISTRATION

‘Hospitableness’

Can the sub-traits of ‘hospitableness’ be identified, measured in individuals
and used to improve business performance?

Document Three – Interpretative Research

Matthew Blain

March 2009

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1. Research Aims and Objectives

Document Three seeks to identify the component parts of the 'trait of hospitableness' (Telfer, 2000:39) as part of the wider search to discover whether such elements are measurable in individuals and have an impact on business performance.

Specifically the research questions within the study arc are broken down as:

Document Three: What are the sub-traits of 'hospitableness'?

Document Four: Can the sub-traits of 'hospitableness' be measured in individuals?

Document Five: Can a measurement tool for the sub-traits of 'hospitableness' be used to improve business performance?

The literature review in Document Two revealed 'hospitableness' to be a relatively new area of study with few researchers examining the constitution of the term and instead preferring to concentrate on the more accessible language of 'host' and 'hospitality'.

In her work on the philosophy of 'hospitableness' Telfer is one of the authors to tackle the subject directly and sets up the apparently paradoxical argument that it is possible to be an inhospitable host. This assertion leads the

discussion about what makes a host 'genuine' as opposed to mechanistic, and fed into the development of a conceptual framework that argued for 'hospitableness' to be viewed as a two dimensional construct:

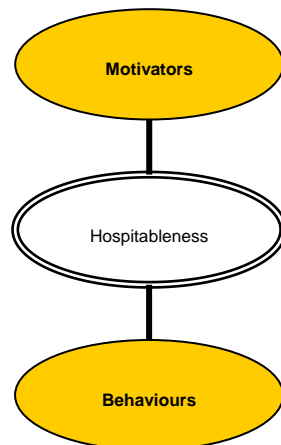


Figure 1: The Conceptual Framework

It was suggested that 'hospitableness' is both about the skilled behaviours of hosting (e.g. the provision of food, drink, entertainment etc), and, as importantly, about the motivations for hosting. It is these motivations that Telfer argues determine the genuineness of hospitality provided.

Document Two also suggested that the best route to the discovery of the sub-traits of hospitableness (if indeed they exist) was through the historical, cultural, and social back-story to 'hospitality', best expressed in modern times via the domestic setting (part of Lashley's (2000) three dimensional model of hospitality). In their study of 'dining out' Warde and Martens (1998:151) found the domestic setting to be 'more pleasing' for guests as well as hosts, despite

the reciprocal and behavioural obligations that come with it. Heal (1984) also comments on the historical development of hospitality, and that in the early modern English context it is seen as a household activity. Reciprocity is a particular feature of the debate on 'genuineness', with equal numbers of authors appearing to argue for either its centrality, or that it is superfluous to the motivation of a host.

Ritzer (2007) asserts that commercial hospitality can never be truly genuine as it is dominated by the motivation of delivering hosting behaviours only in the pursuit of profit, which is not in itself an honourable motive. Telfer (2000), a few years earlier, had already refuted this assertion with her discussion of 'natural hospitableness' and of the relegation of the commercial motive in the conscious mind of hospitality staff to greater or lesser degrees depending on their natural level of disposition. However, for the purpose of Document Three the research will be conducted in the domestic domain so as to negate the argument in its entirety and reduce the 'noise' on the findings.

2. Key Issues from Literature

The Document Two literature review covered material of relevance to the entire DBA research programme: service quality, the nature of hospitality, and the impact of personality on hospitableness.

From this, and of particular interest to Document Three were the published works on hospitality and hospitableness, with the writings of Heal (1984), Telfer (1996) and Nouwen (1998) offering interesting perspectives that are of relevance to the framing of the research in Document Three.

Heal (1984) in her study of hospitality in early modern England suggested three principles of hospitality:

1. A host receives all comers regardless of social status or acquaintance
2. Hospitality is perceived as a household activity...concerned with dispensing of...food drink and accommodation
3. Hospitality is a Christian practice sanctioned and enjoined by the scriptures on all godly men

(Heal, 1984:67)

Heal also reveals that hospitality in early modern England was viewed as a noble activity, that the guest is regarded as sacred, and that in conformity to the religious imperative hospitality should be altruistically given. The origins of these cultural norms are well documented and have been traced back to

ancient times by writers such as O’Gorman (2007). They inform the modern perspective of hospitality and hospitableness by contrasting classical views with those of our own society. It is likely that a study of modern day hospitality would find that much of the spiritual and noble motivation to be hospitable has receded in our drive to a more classless, material, and secular society, albeit that the basic behaviours of providing nourishment and shelter remain.

Writing from the spiritual perspective Nouwen (1998) begins his discussion of hospitableness by contrasting English understanding of ‘hospitality’ with that of Germany and Holland. He argues that the German word for hospitality ‘Gastfreundschaft’ literally translated means ‘friendship for the guest’, and the Dutch word ‘Gastvrijheid’ ‘freedom for the guest’. This insight informs his definition of hospitality as “primarily the creation of a free space where the stranger can enter and become a friend” (1998:49), of allowing room spiritually, physically and emotionally for the guest.

Nouwen argues that for ‘hospitality’ to be *genuinely* given the host should voluntarily impoverish both their mind and heart. He challenges the reader to reach back into their own experience and discover that the best hosts give us the “precious freedom to come and go on our own terms” (1998:74). He suggests that someone who is filled with “ideas, concepts, opinions and convictions” (1998:75) cannot possibly be a good host, nor can someone filled with “prejudices, worries or jealousies” (1998:77). Hosting he writes, is about listening, about allowing people to be themselves and about giving them room to “sing their own songs, speak their own languages, dance their own

dances....not a subtle invitation to adopt the lifestyle of the host, but the gift of a chance to find their own” (1998:77); it is about inviting guests into our world on their terms. He argues strongly that hosting is not about talking all the time or attempting to continuously occupy or entertain guests – this form of hospitality is oppressing and self-defeating. He concludes with an argument that despite this, hosts should always have a view – not one that is endlessly promoted in an attempt to persuade the guest that it is right, but as a stimulus for debate and interaction. However a criticism of Nouwen’s argument is that ultimately a guest is still a ‘guest’ in the host’s home. Regardless of how genuinely ‘free’ the host is with their hospitality the visitor will still feel culturally bound by norms and societal expectations (Guerrier, 1999) of behaviours that inhibit their freedoms and opportunities to take advantage of the host’s openness.

Document Two presented hospitableness as a continuum, the three stages being independently identified by Derrida (2000), O’Gorman (2007), and Telfer (2000) as:

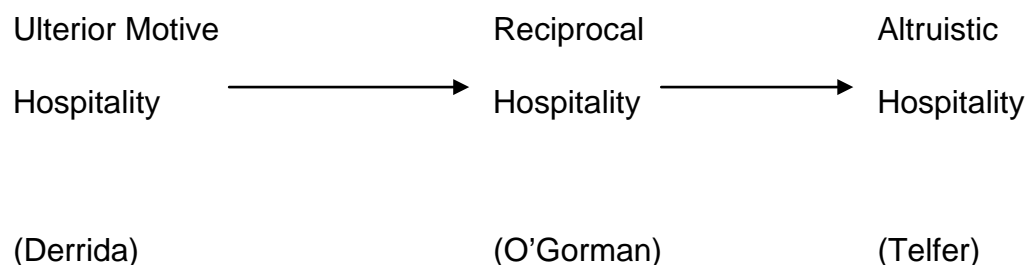


Figure 2: A Reciprocity Scale

Derrida's work on hospitality uses a philosophical lens to discuss the question of genuineness. He notes that in French the word 'hôte' applies equally to guests and hosts, suggesting the inextricability of the two dimensions of the hospitality relationship, and their similarity. This perhaps mirrors Nouwen's work where he comments that all hosts are at other times guests and vice versa (Nouwen, 1998), and is also something O'Gorman comments on when he notes that the Greek word for 'host' is "xenos, which has the interchangeable meaning of guest, host, or stranger" (2007:18). Derrida extends considerable thought to the nature of 'invited' versus 'uninvited' guests, concluding that while cultural and historical norms make it possible for most 'hosts' to be hospitable to invited guests, it is only those that are also hospitable to the unexpected guest who are genuinely hospitable in what he terms "radical hospitality" (2002:360). He claims that where "I expect the coming of the 'hôte' as invited, there is no hospitality" (2002:362).

Derrida goes on to argue that truly hospitable people are those who are ready to be "overtaken", "who are 'ready to be not ready'"; those who are prepared to be "violated", "stolen" or "raped" (2002:361). The choice of language here is particularly emotive, but perhaps deliberately so as Derrida tries to engender the idea of genuinely hospitable hosts allowing themselves to be 'overtaken' by their guests in every possible sense. However, this 'overtaking' sets up a paradox, with Derrida stating that the traditional reaction to such a violation of the 'home' is that of xenophobia "in order to protect, or claim to protect, one's own hospitality" (Derrida and Dufourmantelle, 2000:53), and that such xenophobia in turn restricts a person's future ability to be hospitable. In this

context it is likely that the xenophobia Derrida refers to is to be interpreted in the widest sense to mean a fear of 'guests, foreigners or strangers'.

As with Nouwen, Derrida also overlooks the implicit power relationship between guests and hosts, failing to address the question of the extent to which a guest restricts their own ability to 'overtake' their host as they seek to comply with unwritten cultural rules governing norms and behaviours in other's houses. Further more, while a host may appear to be prepared to be 'raped' or 'violated', ultimately it is in the full knowledge that they have overall ownership and control of the setting, and can change the rules (or ultimately expel the guest) as they choose. This power relationship is neither explored by Nouwen nor Derrida in the works reviewed for this research.

In his study of ancient and classical origins O'Gorman explores the religious and cultural ancestry of hospitableness, finding almost without exception that rules and norms have existed through history regarding the obligation to be hospitable to a stranger (whether invited or not). It is the echoes of these norms that Heal (1984) so clearly identified in early modern England. In Roman, Greek and Christian tradition these obligations typically involved the provision of a "warm welcome, food, a comfortable place to sit, charming company and entertainment", the reward for which was preferential treatment from the Gods. O'Gorman notes that this is graphically illustrated in Genesis 19:1-9 where only 'Lot' is spared from the destruction of Sodom and Gomorrah due to his unswervingly hospitable behaviour. He discovers that reciprocity is a constant theme in early Greek and Roman hospitality, with

guests not only expected to return the hospitality but indeed forming bonds and non-aggression agreements with their hosts that could be passed down through generations in the form of tokens (2007:22). Within the first of his five dimensions of hospitality 'Honourable Tradition' O'Gorman concludes that "reciprocity of hospitality is an established principle" (2007:28), and within the third 'Stratified' he notes that reciprocity of hospitality is 'legally defined'. His work provides an interesting window through which to explore the DBA conceptual framework, offering insights into both behaviours (providing food, security etc), and motives (conforming to cultural, religious and reciprocal expectations).

O'Gorman's work contrasts directly with that of philosopher Elisabeth Telfer who attempts to distinguish between the types of motives involved in providing hospitality. She places altruistic giving of hospitality higher on a moral scale than hospitality delivered with the expectation of reciprocity, although acknowledges that they are part of the same continuum. In the search for genuineness she dismisses the *behaviours* of hosting quickly, commenting that "if we want a general formula for these skills, it must be this: what good hosts are good at is making their guests happy. In other words , they know what will please them and are able to bring this about" (Telfer, 2000:40). Arguably Telfer's biggest assertion is that hospitable people may not be good hosts, but provided their *motivations* for hosting are genuine their hospitableness cannot be undone by a lack of skill in the physical components of hosting. This understanding is of particular relevance and goes to the heart of the DBA research, suggesting that 'hospitableness' is simply about motives

and perhaps not the two dimensional conceptual framework proposed that balances motivation with behaviour.

Telfer's motives for genuinely hospitable behaviour include:

- A desire to please others arising from friendliness or benevolence
- Affection for others
- Concern
- Compassion
- A desire to meet other's needs
- A desire to meet the societal and cultural obligations of hospitality

(Telfer, 1996:42-43)

She also comments on reciprocal motives such as the enjoyment of company, the taking of personal pleasure from pleasing others or the desire to 'show off' homes or skills. These she argues result in hospitality that is no less genuine, unless they cross over to more dark intentions such as seduction or the profit motive of commercialised hospitality. However Telfer challenges Ritzer's (2007) assertion that commercial hospitality can never be genuinely given. Not only does Telfer argue that some individuals can be more or less hospitable than others (something that the DBA research hopes to research in Document 4), she asserts that for hospitality business owners or workers who possess naturally high levels of hospitableness the profit 'motive' is often

relegated behind other motives in their conscious thoughts in the same way that a Doctor places patient care above their earnings at the point of delivery.

Themes to Inform Questions

Drawing the existing literature together the following two questions arise:

- Is hospitableness about behaviour, motives or both?
- How far are genuinely hospitable hosts willing to go in allowing themselves to be 'overtaken' by their guests?

3. Methodology

According to Clough and Nutbrown “decisions about the location of a particular piece of research within a research paradigm and the selection of methods...can only be made in the light of specific situations and particular phenomena” (2007:18). They argue against the traditional classification of research paradigms and the often rigid application of methods to varying types of research as too restrictive and instead favour a more fluid approach. However this phase of the DBA research is necessarily and exclusively ‘phenomenological’ and ‘interpretative’ as this is a requirement of the qualification, but within this brief a number of options exist. Phenomenology is defined by Fisher as “the study of how things appear to people – how people experience the world” (2007:51). This definition infers the subjectivity that is at the heart of phenomenology, that it is about the influence that people’s past experiences and their mental maps (Argyris, 1999), hold on their understanding of the world around them.

It could be argued that the phenomenological and interpretative approaches are essentially similar – Fisher describes the interpretative researcher as one who “develops their ideas through debate and conversation with themselves, in their heads, and with others”, and as someone that “forms structures out of interpretations (2007:48). Both phenomenology and interpretivism recognise that there are a myriad of explanations for objects and phenomena in the world which are individualised according to our own experience, understanding that there is no one universal truth but that knowledge is based

on perception. This is in direct contrast with 'positivism', an opposing paradigm which holds objectivity close to its core.

A positivist researcher typically poses a hypothesis which can be proved or discounted through the powers of deduction using hard 'data' or facts gathered through the senses (Bryman and Bell, 2007). Positivist researchers apply the methods of natural science to the social sciences, seeking out one 'truth' about the studied phenomena; this is at odds with the interpretivist approach that argues for a multiplicity of understandings, all of equal validity. A positivist approach at this stage of the DBA research would have involved creating a hypothetical list of the sub-traits of hospitableness for testing and this has been discounted not only because of the assessment requirements of the University but also due to the lack of published material on the subject. Given that there is little existing research to draw upon in order to create a hypothesis, a grounded approach is preferred that leads to the creation of a hypothesis / theory from the data (Glaser and Strauss, 1967). It is then planned to use a positivist approach in Document Four to test the newly-created hypothetical list of sub-traits through the development of an identification instrument.

Within interpretivism, ethnography as a method has a useful and necessary role to play in the search for the sub-traits of hospitableness through the author's own experiences as both guest and host. However it is not enough to simply experience these roles as each must be pondered, discussed and reflected on if meaning is to be extracted. From its roots in the study of

remote tribes and cultures modern ethnography can now be more broadly seen as “a way of collecting ‘data’ through a process of *participant observation* in which the researcher becomes an active member of the group that is being studied” (Watson, 1994:6). Watson goes on to say that a good ethnographer will “add to the general body of knowledge about the human social world and, at the same time, inform the practical understanding of all those involved in the activities it examines”, in other words increasing the body of knowledge of both research and the researched. Despite the author’s life experience of hospitality a lack of contemporary notes and sense making relegates such experiences to a position of bias or prejudice in the current research and led to the framing of a participant observation ‘experiment’ in order that fresh data could be gathered.

3.1 Sample Frame

Traditionally the study of hospitality places hospitality received in the domestic setting as more ‘genuine’ than that of its commercial counterpart (Heal, 1984:67) (Ritzer, 2007). The research for Document Three, accepting this analysis, has focused on the process of dining with friends or family in the home as a frame for the study of hospitableness. Conscious of the potential impact of culture, religion, age, occupation and social status on individual interpretations of hospitable behaviour and aware of the financial and time constraints of the DBA, the researcher concluded that their own circle of family and friends had equal validity as any other potential sample and so focused the initial research in this manner. This is in marked contrast to the proposal for Document Four where it is intended to create an instrument for

use in the commercial hospitality sector, and where the research subjects will necessarily be employed in hospitality roles and nominated as either outstanding or poor examples of hospitableness. The researcher is aware that using a 'convenience' sample carries a risk of reduced reliability in the findings (because people have a high likelihood of enjoying a friendship circle of individuals with similar personality traits to their own). This was mitigated by broadening the sample for the self-completed questionnaires to go beyond close family and friends and include in addition contacts known to the researcher through his professional and political careers, and referrals.

Using participants already known to the researcher dramatically improved access and facilitated faster completion of the research. Some of the research was based on participant observation, described by Watson as 'where the researcher becomes an active member of the group which is being studied' (1994:6). Given the subject and nature of the study it would also have raised complex issues of money and risk to ask previously unknown participants to host dinner parties in their own home with no prior knowledge of the researcher, although would have been a strong test of Lashley's contention that hospitable behaviour is about 'making a friend of a stranger' (Lashley, 2000).

3.2 Self Completed Questionnaires

The structure for the research was three-sided with the objective that each strand would validate the findings of the others and covered self completed questionnaires, semi-structured interviews and participant observation. Initial research was focused on a written survey sent to a random sample of contacts generally known to the researcher and taken from his email address book (the full question schedule is at appendix one) in a process similar to 'opportunistic sampling' (Bryman and Bell, 2007). These contacts covered family, friends and business contacts, and in some cases secondary respondees took part after a referral from a 'primary' contact (the questionnaire asked people to pass it on if they knew someone who might be interested in taking part). The questionnaire asked respondents to answer fifteen questions about an evening they had received guests, designed to elicit responses covering both their behaviours and motives.

In their research on memorable meal occasions Lashley, Morrison and Randall (2004:167) used a six dimension framework to guide students that were asked to recall their most significant meal experience via a 500 word free-text account. The dimensions of occasion, company, atmosphere, food, service and setting served to guide student feedback and acted as a useful structure for the research findings. While the questions did not follow this structure exactly, it was used as a loose basis for the framing of the overall questionnaire structure.

From an initial mailing to twenty potential participants, sixteen usable responses were received. Although at face value this was an 80% response rate, the figure masked a real response rate of 45% with secondary responders making up other 35%. It is debatable what size of sample is required in order for findings generated in this way to have validity. Hobart, Cano and Thompson (2002:636) found that sample sizes of >20 were reliable, and gained validity at > 40. Malterud disputes this, arguing that the nature of the research question will determine the correct number of participants and that “one individual may be sufficient depending on the topic and scope of investigation” (2001:486). Whatever a reader’s own view about the relationship between sample sizes and the validity of findings the argument is potentially mitigated through the quality of the researcher’s knowledge of their topic area. Arguably strong background knowledge can place any size of sample in context and act as a filter on the relevance and applicability of the findings. In Document Three the DBA researcher is relying on a lifetime of experience as a guest and host coupled with a decade of professional experience in the commercial hospitality sector to function as such a filter. The findings of the questionnaires are also to be validated against the participant observation and semi-structured interview findings in order to test reliability.

Labrecque (1978) discusses the disadvantage of mail based surveys or questionnaires as being that typically a low response rate is achieved or that responses received are biased, and yet despite this argues that such data collection methods remain “a valuable tool for research due largely to

success in collecting large amounts of information from widely dispersed respondents at relatively low costs” (1978:82). From a test sample of 200 mailings over a four week period he discovered a 43% response rate, lower than that enjoyed in the DBA research. It is possible that the speed and ease of access facilitated through the modern email media may have contributed to the higher completion rate for the Document Three research, or that in some cases because the participants were previously known to the researcher they responded out of personal respect for the individual.

Bryman and Bell expand on Labrecque’s findings and summarise the advantages and disadvantages of self completion questionnaires as:

<u>Advantages</u>	<u>Disadvantages</u>
Cheap to administer	Cannot prompt
Quick to administer	Cannot probe
Absence of interviewer effects	Cannot ask too many questions that are not salient
No interviewer variability	Difficulty of asking other kinds of questions
Convenience for respondents	Questionnaire can be read as a whole
	Cannot collect additional data
	Difficult to ask lots of questions
	Greater risk of missing data
	Lower response rates

Bryman and Bell (2007:242)

Despite the obvious outweighing of disadvantages and the implication that self completed questionnaires are an inferior research instrument, Bryman and Bell note that “the self-completion questionnaire and the structured interview are very similar methods of business research” (2007:241), despite the interview being the “prominent data collection strategy...in qualitative research” (2007:210).

While the survey based DBA research was cost effective and easy to administer, it quickly became apparent that the quality of data being returned was limited by low response rates, people’s desire to complete the questionnaire quickly, and the restriction of not being able to probe or ask supplementary questions. While still useful, some of the responses could only be regarded as surface level and required a high degree of interpretation and inference using a technique such as semiotic analysis (Saussure, 2008) in order to extract sufficient meaning. Timing also played a critical role in question design and the subsequent quality of the research material, and in this sense the research suffered from tight deadlines; in order to complete within the required timeframe questionnaires were written and issued to explore the conceptual framework as it stood from Document Two. While the questionnaires were in circulation the researcher then conducted the further search of the literature to expand on the areas of particular relevance for the specific subject matter of Document Three and discovered threads and ideas that merited further exploration but now had limited options left within the time allowed so to do. This ordering of the research process is something that

would be done differently if the work were to be repeated, with literary exploration being completed before beginning field work.

3.3 Semi-Structured Interviews and Participant Observation

The researcher then used broadly the same framework of questions to record the experiences of a further six participants in hosting a series of dinner parties which he attended. The researcher rented a house for a week with 3 other couples over the New Year break in 2008/9. Each couple was asked to 'host' a different night, taking responsibility for the menu, food preparation, table layout, music, dress code, drinks and entertainment. The only stipulation was that no two couples could prepare the same meal; the brief being left deliberately wide. This approach was designed to observe hospitality in the domestic setting (identified as the appropriate context for this stage of the research), although did carry the risk of 'noise' on the findings because as a mutual venue the guest-host dynamic could have been subtly altered. Rules and boundaries that would normally exist for guests in a host's own home (Sweeney and Lynch, 2007) were not present in this setting and their absence may have affected host behaviours as they ultimately felt less in control of the space.

While initially appearing to be an innovative and exciting experiment, the results were also moderated by one couple choosing to opt out of the research during the experiment (although they have subsequently completed a written submission in response to the semi-structured interview guide used

with the other two participating couples). The remaining couples were interviewed a few days after the evening they hosted, with the interview being recorded on video camera prior to being transcribed verbatim for analysis. The interviews focussed on the *experience* of hosting as opposed to the detailed constituent behaviours (which are already reasonably well documented in the literature), and explored the rationale and motivations behind decisions made and behaviours exhibited. Interviews were then transcribed in order to permit more thorough and repeated analysis of the data, and to minimise the effect of the researcher filtering information based on their own experience, bias and knowledge. The transcripts are available for inspection in the research archive should the reader wish to conduct a secondary analysis.

It was decided to base the research on the semi-structured interview responses, with the fact that the researcher had also participated in the event being discussed used to bring a depth and insight that would not be possible otherwise. A hybrid participant observation – interview approach also facilitated greater sensitivity to the context of participant responses, understanding the references that were made in interviews or the background to events that were recalled. These two approaches together with the self-completed questionnaires were designed to triangulate methods and by doing so improve the reliability of the findings.

According to Malterud (2001) there are three styles of analysis commonly adopted by qualitative researchers. An intuitive style is one where the

researcher immerses themselves in the data and allows the most significant or important elements to emerge. Then there is an editing or data-based analytical style where a researcher seeks 'units' or groupings within the text which are then used to re-order the text to draw out its' meaning, and finally a template (or theory) based approach where a researcher overlays material against an existing and established framework. In this research document an editing / data-based approach was used to order the findings of the self-completion questionnaires with the researcher seeking to group similar responses together and weighting them by frequency of appearance. It is also important to note that while the researcher had the aspiration of a purely inductive approach (of allowing the theory to emerge from the data), in reality the process is inevitably coloured by the researcher's bias and prior knowledge of the subject.

Content analysis is a technique that sits within Malterud's (2001) data-based approach and was used across both the self-completed questionnaires and the interview transcripts to identify trends and themes within participant responses. Content analysis is described by Bryman and Bell as "an approach...that seeks to quantify content in terms of predetermined categories in a systematic and replicable manner" (2007:304). Such analysis can be conducted at surface level (taking the text as read), or as part of a search for a deeper, latent meaning (reading between the lines). Specifically for this document the researcher used a technique often called *ethnographic content analysis*, the key difference to 'content analysis' being the recognition of the researcher's own influence on the extraction of meaning and that

categories are allowed to emerge rather than being pre-determined. This inductive approach was deemed more suitable for the research topic given the lack of literature on which pre-determined categories could be based. The main drawback of this approach however is a potential down-grading of the replicability of the results.

Initial content analysis was conducted at a literal level, counting word usage and themes across participant responses to draw out repetitions and patterns of obvious significance. A specific form of content analysis, discourse analysis (Bryman and Bell, 2007), was then applied to the interview transcripts. This is arguable a looser approach than that of 'conversation' analysis, with the latter being generally inappropriate for interview responses (although as in this instance couples were interviewed together it may have been possible to build an argument for analysing the communication between them in their answers). The concept of 'discourse analysis' promotes the paradigm that the world is socially constructed. This anti-realist stance assumes that 'reality' is merely a function of individual perceptions and renditions of the world built up through words and speech – that discourse is not simply about imparting meaning but used by individuals to *create* meaning. This is very much in line with the researcher's own epistemological position. Discourse analysis seeks to identify the interpretative repertoires used by participants to construct meaning, and the techniques they use to make constructs appear factual.

As a partner to discourse analysis the researcher also attempted to apply semiotic theory to the results (Saussure, 2008). Semiotics is the analysis of symbols, and seeks to understand the use of 'signs' in communication. Signs are comprised of 'signifiers' and the 'signified' – the recognisable word or signal that points to an underlying meaning, and the meaning or concept itself. These signs build up a coding system that is culturally learned, and also contributes to the formation of culture (Bryman and Bell, 2007). The 'signified' meanings comprise denotative elements (that are directly associated with the sign itself), and connotative elements where the signifier links to a cultural as well as literal meaning. This form of analysis was particularly useful in decoding the short self-completed questionnaires, with the brevity of the answers masking a complex series of signifiers and meanings.

When analysing information from the self completed questionnaires the researcher also considered the use of the critical incident technique (Flanagan, 1954). This is a technique which seeks to understand any observable human behaviour where the outcomes are sufficiently predictable to provide the researcher with reasonable certainty as to their effects. The critical incident technique is often used in two stages, with participants initially giving a spontaneous account of an event and then undergoing subsequent probing questioning to understand the incidents and decisions that led to a particular occurrence. This form of analysis is intended to help researchers understand how phenomena occur by identifying the contributing factors or events.

It was hoped that the event chosen by respondents when answering the self completed questionnaires about a time they 'hosted' others might represent 'critical incidents', with the subsequent questions exploring the behaviours and factors that led to the particular outcome of the evening. A typical sequencing of questions would explore factors leading up to the event, things that were said or done, the order of events, and thoughts & feelings.

However, due to a lack of depth in the data (participants providing briefer than expected responses) not all of this information has been captured and it has ultimately it would only have been possible to conduct the analysis in 'critical incident' terms at a relatively high level.

4. Findings

4.1 Self-Completed Questionnaires

The wording of the email that invited participants to complete the research questionnaires asked respondents to think about “a night where you have ‘hosted’ friends or family in your own home...you can choose any night that springs to mind”. It was deliberately broad in the hope that it would extract a range of descriptions, from friends arriving unannounced up to and including highly organised and planned party events. It is interesting to note that despite this explicit flexibility all responses except one reported on formally organised dinner parties, often linked to events of personal significance such as a birthday or Christmas celebration. Semiotic analysis of this might suggest that the word (or signifier) ‘host’ has connotative elements about the behaviours of hosting that suggest a cultural association with pre-planned and highly organised events rather than more informal get-togethers. This exposes an immediate conflict with Derrida’s (2002) assertion that genuine hosts are those who exhibit hospitable behaviours when they entertain *uninvited* guests, and effectively closes off this avenue of exploration within the research findings as no empirical evidence has come forward in this regard.

Within the reported context of pre-planned events discourse analysis of the responses reveals three interpretative repertoires in use. Two of these match the conceptual framework proposed in Document Two that suggested ‘hospitableness’ is a construct across the dimensions of *behaviour* and

motivation. However detailed study reveals a third form of discourse around the dimension of *management*. This may have been natural vocabulary arising from the respondent's interpretation of 'hosting' as being applicable to more formally organising parties and events, but clearly forms part of the thinking and language in the respondent's descriptions. Considerable time was spent in responses discussing the process of planning and organising, the division of labour and the management of timings during an event. From this arises the proposition that the original conceptual framework is expanded to cover three dimensions:

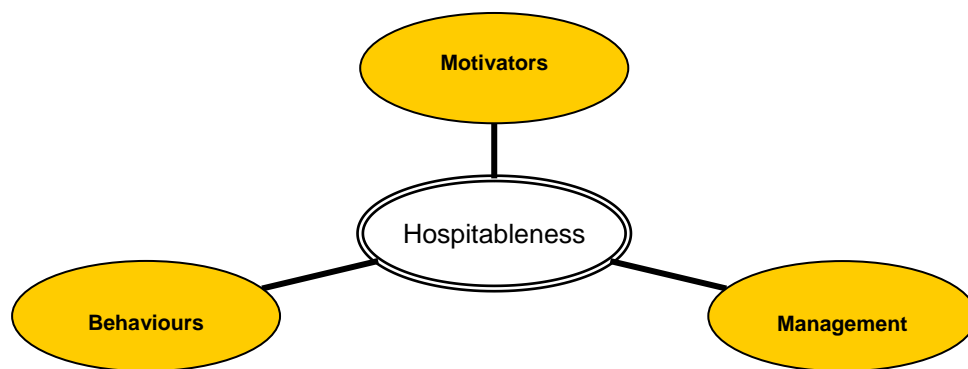


Figure 3: The Expanded Conceptual Framework

This newly expanded conceptual framework provides a useful structure for analysing the research findings and raises a debate about whether all dimensions are of equal significance which will be explored later.

4.1.1 Management

The repertoire of 'management' contained considerable description of how labour was divided between couple's (interestingly, no responses from single people were received), with all but one couple allowing the female to lead on food preparation, and deciding that the male should provide drinks service and (in some cases) assist with food-related clearing up after the event. The near-unanimity in this approach was surprising in the modern context, and perhaps reveals a deep seated cultural tradition for British society as still being prevalent today, despite the female role having generally evolved away from domestic duties in the past two decades (according to the UK Office of National Statistics there were 8.38m women in the workforce in 1959 compared to 14.75m in 2008). Most referred to the female partner 'cooking' or 'preparing' food, and one response used the terminology "controlled the food", which signalled a view of hosting that had denotative elements about organisation, timing and management.

The choice of menu was commented on by most respondents as having been motivated by ease of preparation, or by having the ability to 'wow' guests.

The responses about ease of preparation also reveal a management approach to hosting that involves a tendency for food to be pre-prepared and perhaps connotatively signals a view that the 'task' of hosting is seen as an enabler rather than an end in itself. One respondent commented that you "could have served anything so long as people had a good time" and another that "the meal was probably the least important part of the occasion", both

relegating elements of being a host to a tertiary position behind behaviours such as topping up glasses or motives connected to guests having fun. However this was in direct contention with another respondent who asserted that “hospitality is less about personality traits and more about the ability to prepare good food”, leaving the overall view unclear. Whatever the view about the importance of food, ‘simplicity’ came through clearly as logic behind menu selection.

For some the choice of food was an opportunity to demonstrate culinary prowess, or perhaps through the extent of the endeavour a chance to ‘honour’ the guest in the way that feasts and banquets were historically held for lords and ladies. ‘Special’, ‘unexpected’ and ‘memorable’ were all words used in connection with menu selection. This resonates with Heal’s (1984) study of hospitality in early modern England, and as in the case of the male / female division of labour reveals a clear cultural echo resonating in the contemporary setting. There is perhaps also a parallel to be drawn with Telfer’s motives for genuine hospitality, where she comments that a ‘desire to meet societal and cultural obligations’ (1996:42-43) is a legitimate motivation for a host.

Although beyond the scope of this study it would be interesting to explore this theme to further understand the content of ‘societal and cultural obligations’, and whether they change across social groupings within society.

Some responses challenged the mutually exclusive argument about ease of preparation and the desire to delight. One respondent comments “the joint was bought at Chatsworth Farm Shop, so the high quality of the meat

influenced the menu choice first”, but then goes on to note that “the cheeseboard was chosen more for convenience/ease of presentation rather than a standard pudding as I wanted to enjoy the evening too and not have to spend time in the kitchen for longer than is necessary”. Another commented that the menu choice was influenced by “specialness, but also a high level of pre-preparation”. The theme of not spending too long in the kitchen recurred in a number of the questionnaires and reinforced a notion of the functional elements of hosting as enablers rather than central strands of activity.

One final view of menu planning crossed directly into the repertoire around motivation (rather than management) and concerned the preferences of guests. The researcher was surprised that as few as just under one in three responses made reference to guest tastes, but for those that did it was clearly an important factor. One participant commented that his choice of menu was driven by choosing something he “knew people enjoyed”, and for another “what they all liked”. A third respondent had a novel approach, explaining that he and his partner used “the Nintendo cook along game to select dishes”, although it was still important that they were “a good bet that everyone else would like them”. Although not explicit, the implication of prioritising guest’s preferences ahead of the host’s own has some resonance with Derrida’s (2002) assertion that genuine hosts are willing to be ‘overtaken’ by their guest, relegating their own enjoyment to something of secondary importance.

A number of respondents made reference to the management skill of ‘organising’, using language such as ‘orchestrating’, ‘planning’ and ‘timing’. A

semiotic analysis of this repertoire potentially reveals a connotative linkage between the idea of 'hosting' and the structured approach of 'event management'. This is not immediately obvious and is at odds with the majority of language used in the other two repertoires, which placed emphasis on the softer elements and emotions of hospitality such as 'fun', or 'relaxation'. The discussion of planning and timing generally related to the preparation and delivery of food courses to the table, with one participant commenting that this was necessary to "allow food time to digest between courses", and another that it was important to "leave sufficient time for conversation" between courses. Other respondents had varying reasons for strict management of time, many related to ensuring that meals were completed in good order for additional activities during the evening such as "the Strictly Come Dancing Final" or 'Midnight' on New Year's eve. Although not directly commented on by all participants, in the majority of reported cases clearing away and washing up were planned to occur after guests had gone home. This is consistent with the themes of putting on show and having a 'retreat' that were developed in Document One (Ahrentzen, 1989), (Ireland, 1996), (Rybczynski, 1986), (Stringer, 1981), where task oriented elements of hospitality that are unattractive to guests can be completed out of sight.

For some participants the scope of planning and 'event' management extended beyond the control of timings and into areas such as guest selection, with one questionnaire containing a report of "inviting a compatible set of guests". This mild social engineering (referred to by the participant as 'orchestrating') extended to table layout, where husbands and wives were

seated separately to “achieve a good balance of company and conversation”. However, guest placing was generally not commented on by most respondents, with the remainder specifically stating that there were no formal plans.

Overall, within the ‘management’ dimension of the hospitality conceptual framework the responses to the self-completed questionnaires suggest the following sub-dimensions:

- Planning and Organising
- Time Management

4.1.2 Behaviours

Telfer summed up the behaviours of hosting as doing whatever is necessary to make your guests happy (2000), something which in principle the respondents do not appear to refute, although their answers do suggest a slightly more formulaic approach to the achievement of this goal.

Basic behaviours of hosting described in the questionnaires included the provision of food and drink, and the host being responsible for ensuring that guests have satisfactory volumes of each. Topping up drinks, serving food courses and clearing plates were common descriptions to most participants, in some cases influencing basic management strategies such as the seating plan. One respondent comments “me and the wife were seated near to the

kitchen to bring courses out and top up drinks”, and another that “I was at the head of the table for ease of access to the kitchen”. It is useful (in the case of the latter comment) that the purpose of sitting at the head of the table is clarified; without the context semiotic analysis may have suggested signified meanings about tradition and control, rather than the purely functional motive described.

Provision of music was another behaviour commonly described and reveals an interesting perspective on host motives. In about a third of responses music was deemed irrelevant and hosts chose not to use the medium as part of their ambiance building, yet for everyone else it seemed an essential ingredient of a successful evening. The adoption of new technology was evident in the answers given with nearly all couples playing music using an ‘iPod’, one mentioning a laptop and one using ‘old-fashioned’ compact discs. However, it is the *choice* of music rather than the medium used to play it that is of real interest, with most respondents commenting that they left the iPod on ‘shuffle’: playing music at random from the pre-loaded playlist. This is at odds with Nouwen’s assertion that hosts should ‘voluntarily impoverish their minds’, allowing guests to “sing their own songs...dance their own dances” (1998:77) as a pre-loaded playlist and the decision to use the shuffle functionality meant that choice was imposed on guests by the host. One respondent was quite direct in this respect, commenting that they gave little consideration to the choice of music, opting to simply play their “own favourites”, although others, in contrast, did use music to add to the sense of occasion, for example playing Christmas tunes for a Christmas dinner party.

For some though the choice of a random mix was motivated by a desire to find music that had a “chance of appealing to all ears” and that “incorporated everyone’s favourites”. One host went as far as to suggest that guests brought their own iPods to supplement the musical content of the evening in case they couldn’t “get their head around” her own selection!

Conversation appears to be a vitally important measure of successful hosting for the respondents, with several either implying or stating that music was about facilitating the right environment and creating “relaxing background music so as not to compete with or distract from conversation”. Several respondents opted to exclude music from their evenings, noting that “I didn’t feel that background music was necessary” or that there was no music because the guests were close friends and “we had far too much to talk about”. Good conversation featured strongly as a measure of success for participants and many saw their hosting role as being to keep the conversation moving. One comments that “if the conversation ever did run dry I would try to keep it flowing as much as possible”, and another that they were actively “leading conversations if they were stilted”. The medium of conversation crossed all three interpretative repertoires, with some evidence that evenings were even ‘timed’ to facilitate the process, one respondent noting that dinner courses were staggered to as to leave “sufficient time for conversation”. In many cases respondents saw their role as being “just on the edge of conversations”, and as “circulating more”, signalling a *facilitative* rather than *leading* function. This ‘pump-priming’ approach was common to many participants and is consistent with Nouwen’s assertion that “hosting

should not be about talking all of the time or attempting to continuously occupy or entertain guests” (1998:77), although one questionnaire did report that good hosts should also be “good story tellers”!

The theme of adaptability appeared in a number of responses, with one respondent reporting on a change to “the menu at the last minute because of someone’s food preferences”. The idea of ‘adaptability’ appears to be closely linked with the behaviours or skills of ‘attentiveness’ and ‘empathy’, the host only being able to adapt if they are attentive enough to understand the nuances of the evening and the dynamics of the conversation as an event progresses. One participant comments that good hosts should have an “awareness of other’s expectations”, and that “nothing is too much effort”. These themes again echo Nouwen’s (1998) work where he writes about hosts giving guests a ‘free space’. The implied meaning is that a guest should be allowed to be themselves and to indulge their own desires, and Nouwen directs hosts to facilitate this by voluntarily taking a subordinate role as he talks of ‘impoverishing their hearts and minds’. The subtext is that host’s own wants and needs should always be of secondary importance, set aside in the interests of servicing and caring for their guest’s wellbeing.

Attention to detail was evident through nearly all of the responses, with detailed accounts of menus and table layups being provided. In addition to exquisite menus many hosts expended considerable effort on decoration to affect a particular atmosphere, with candles, napkins, candelabras and oil lamps all in evidence. One participant hosting a Halloween party dressed

their house with cobwebs, banners and fake bats, while another paid particular attention to both internal and external lighting levels throughout the evening to encourage dancing. This 'behavioural' dimension has strong links with the 'management' dimension of 'planning and organising' already discussed, and is consistent with the idea of the host as 'controller'. The motivations around 'attention to detail' appear well meaning, with all reported cases revealing a desire to ensure that "nothing went wrong" and that all guests "had a good time".

The remaining theme emerging from the questionnaires within the 'behaviours' repertoire was that of warmth. This was less explicit than the other elements and was in part connotatively signified by host motivations such as ensuring that that people "have a good time". The desire to please and the desire to do whatever was required by guests imply a necessarily warm, open and welcoming approach. Unexpectedly two participants commented on the importance of being liked, with one noting that good hosts are "always looking for confirmation that people like them", and the other that hosts should be people who "like to be liked". Although at a literal level these comments signal a neediness that would perhaps be unbecoming of a good host, closer analysis suggests that such a psychological position would in fact create a strong ethic of always 'going the extra mile' for guest satisfaction and delight.

In summary, within the 'behaviours' dimension of the hospitality conceptual framework (primarily concerned with the physical provision of food, drink and

accommodation) the responses to the self-completed questionnaires suggest the following sub-dimensions:

- Culinary skills
- Service Skills
- Conversational Skills / Sociability
- Adaptability
- Attentiveness
- Empathy
- Attention to detail
- Warmth
- Role-modelling

4.1.3 Motivators

According to Telfer (1996) 'the desire to please others' is a legitimate motivation for hospitable behaviour. Textual analysis of the questionnaire responses reveals a number of recurring themes within the 'motivators' repertoire that would appear to evidence this with some responses even mimicking the language (e.g. "wanting to please"). Often hosts appeared to be driven by the desire to elicit positive emotional responses in their guests, and in some cases themselves. The words 'relaxed' and 'comfortable' appear in most answers and are used by participants to describe the feelings or emotions they wish to engender in their guests. One respondent explains their hosting role as to "ensure all are relaxed" and discusses the use of

lighting to create a “relaxed atmosphere”. Another describes how they role-modelled behaviours, showing a “relaxed attitude as host, keeping everything very informal – which I hoped rubbed off on the guests making them feel comfortable and relaxed”. Another suggests that the way to please guests is by understanding “what makes them tick”, signalling ‘empathy’ as a key skill or trait of a good host.

‘Happiness’ and ‘enjoyment’ of guests were two other commonly quoted aims, with one host explaining that they personally felt happy by “seeing the smiles on guest’s faces, and knowing that they are enjoying themselves”. Another says that they were hoping to engender “real happiness and pleasure in their guests”, while one more comments on being highly motivated by ensuring that guests had a “thoroughly good experience...a time to relax, to enjoy, to have fun and to laugh”. These motives appear to be consistent with Telfer’s work, and although not stated explicitly do seem to reveal a ‘benevolence’, ‘friendliness’ and ‘affection for others’ (1996:42-43).

‘Pride’ appeared to motivate some hosts, with several seeking to create responses in their guests of admiration, or desiring compliments to re-assure and reinforce their hosting behaviour. One notes that she hoped guests were “surprised at how much we had planned” and had “amazement at the décor”. Another reported “an element of pride knowing that the meal had gone well”. Two of the responses measured success in terms of whether or not the event was “memorable”, both aspiring to be talked about and recalled by guests into the future. The word “special” also featured in many questionnaires, both in

the sense of wanting the guest to *feel* special, but also wanting the whole event *to be* special. Often this was achieved through the use of an unusual menu, with two participants specifying which celebrity chef's recipe they had followed as if to underline the point. In other cases it was about the abnormally high level of care and attention lavished on guests – the notion of 'pampering' to make them feel special. These participants illustrate Telfer's (1996) comments on reciprocal motives such as 'showing off', which she argues can result in hospitality that is no less genuine, provided it is not intended to elicit responses such as seduction or payment.

For some the measures of success were "empty plates, guests staying later than planned and a return invite". The issue of reciprocity is of interest given the debate within the literature about its impact on the authenticity of hospitality. Writers such as O'Gorman (2007) and Telfer (2000) appear comfortable that the expectation of 'payment in kind' for hospitality does not detract from its genuineness, with O'Gorman specifically noting the historical and cultural traditions of this. It is interesting that the participants who commented on this saw reciprocal behaviour as something that should be earned and not an unqualified right, something that perhaps has parallels in the commercial setting where staff aspire to earn 'tips' (with 'tipping' being the metaphorical equivalent of a return invite).

A number of responses specified 'responsibility' as a motivator. Semiotic analysis could suggest that these answers signify a need to make guests feel secure by creating an environment where they could forget about the

anxieties and strains of day to day life. One participant describes how they do this in identifying a trait of hospitableness as the “ability to take any pressure or stress away from the guests”. Another notes that she “was responsible for everyone having a great time without them having to do anything”. The idea of security as a host’s duty is reported by Telfer who argues that the “most important responsibility of all was for the guest’s safety” (2000:39). Lashley, Morrison and Lynch (2007) comment on the historical tradition of this ‘law of hospitality’, citing the example of Shakespearian plays where contemporary audiences would have been horrified by the killing Duncan while a guest in Macbeth’s house, or the blinding of Buckingham by King Lear’s son in law. In taking ‘ownership’ of their guest’s happiness many participants reported increased levels of “stress” and “worry”, indicating that the responsibility was being genuinely internalised. One participant comments on an ‘adrenalin rush’ during the evening, again suggesting the psychological motivation and significance attached to caring for guests.

Many questionnaires noted the importance of creating evenings that were “fun” and “light hearted”. The ability of the host to use the art of “humour” was listed by one respondent as being a significant tool for successful hosts, often deployed during conversational interventions that were designed to stimulate discussion during lulls in activity.

The final theme emerging from the ‘motivator’ repertoire is that of a desire to allow guest’s freedom. This is consistent with Nouwen’s (1998) arguments that genuine hospitality is about creating ‘free space’ for guests, and Derrida’s

(2002) assertion that true hospitableness comes only when hosts allow themselves to be 'overtaken' by their guests. Examples of this are particularly evident in the laissez-faire approach to seating plans noted by some respondents, and in the cases of an open invite to guests to change music or bring their own iPod. One participant describes the perfect host as one that "wants friends to be the life and soul of the party, not themselves", and another as someone who "wants guests to feel at home". Both of these comments signal the willingness of hosts to allow guests to expand their own personality into the hosted 'space'.

Within the 'motivators' dimension of the hospitality conceptual framework the responses to the self-completed questionnaires suggest the following sub-dimensions:

- The desire to:
 - understand guests
 - please guests
 - put guests before yourself
 - be responsible for guest's welfare
 - make guests happy
 - ensure guests have fun
 - make guests feel special
 - relax guests
 - make guests comfortable
 - give guests freedom to be themselves
 - gain approval from guests

4.2 Semi-Structured Interviews and Participant Observation

The design of this stage of the study changed considerably during the social research experiment framed by the New Year break. Originally imagined as an ethnographic study of the experiences created for guests by different hosts, in response to reservations raised by participants during the process the emphasis on participant observation necessarily changed to one of contextualising rather than leading the findings, with the research instead focussing on semi-structured interviews as a means of de-briefing the events studied. This also moved the weight of the research onto the experience of the host (rather than the guest), inadvertently (but beneficially) creating a consistency with the self-completed questionnaire. Opportunity still exists therefore for future study of the sub-traits of hospitableness from the guest perspective as this has now moved out of scope for this research project.

With the conceptual framework now incorporating detail that emerged from the analysis of the self-completed questionnaires, the results from the New Year experiment have been analysed against it to both validate and calibrate it before moving to create a measurement instrument in Document Four. The conceptual framework currently stands as:

Motivators	Behaviours
<p>The desire to:</p> <ul style="list-style-type: none"> • understand guests • please guests • put guests before yourself • be responsible for guest's welfare • make guests happy • ensure guests have fun • make guests feel special • relax guests • make guests comfortable • give guests freedom to be themselves • gain approval from guests 	<ul style="list-style-type: none"> • Culinary skills • Service Skills • Conversational Skills / Sociability • Adaptability • Attentiveness • Empathy • Attention to detail • Warmth • Role-modelling
Management Skills	
<p>Planning and Organising Time Management</p>	

Figure Four: The Dimensions of Hospitableness; an Interim Model

The logic of showing the dimension of 'management skills' across the bottom of the model is that it appears to be an enabling (rather than core) activity.

Thinking about Derrida's (2002) notion that hospitality is only genuine where the host is not expecting the coming of the guest, it must be conceivable that hospitableness can be practised or demonstrated without prior planning and a pre-conceived series of timings. For this reason 'management skill' is shown as subsidiary to the original dimensions of 'behaviours' and 'motivators'.

4.2.1 Management Skills

In this context it is therefore of particular interest that the semi-structured interviews that followed the New Year experiment revealed a strong focus on management skills in the thinking of the participants. All three discussed the division of labour in depth, with the male / female model seen in the self-completed questionnaires repeated (i.e. females taking overall responsibility for the cooking), albeit in this instance with more support from their male partners. This was often motivated by a desire to play to the operational potency or personality of each host rather than a subliminal conformance to tradition, for example one participant commented that his partner “did more of the cooking because it plays to her strengths”. Another notes that her partner is “more comfortable behind the scenes than front of house. As such, once people had finished the first course, he cleared away, tidied the kitchen, and sorted people’s drinks while I stayed and socialised!”

The choice of menu was also driven by the same factors as seen in the questionnaires. Ease of preparation was quoted by all as significant, particularly for the couple that hosted the first evening in the house. They were concerned about not knowing what equipment was available or how to use the equipment and so wanted something that would allow them time to cope should difficulties be encountered, and that was within their ‘comfort zone’. Their choice of a roast dinner was described as “one of the easiest things for me to do”, but was also selected because “we thought that everyone would, sort of, enjoy it”. The first day of the holiday was also a

Sunday, and these participants additionally used the tradition of a Sunday Roast as part of their justification for menu selection.

As a participant observer the researcher noted that the meal 'as served' was lacking in vegetables, consisting in the main of meat and potatoes. The potatoes themselves were also slightly over-cooked, perhaps reducing the overall quality of the dish. The participants explained both of these observations in their debrief, with a mix up over the shopping order (brought to the house by another couple) and equipment problems largely at fault. However what was unknown to the researcher at the time was that these events had caused significant stress to the participants, creating tension in their working relationship and a re-thinking of their roles and responsibilities mid-way through the food preparation in order to still achieve their goal. One of the couple commented that "we went through a period, [but] once we'd got past that...stress levels came right back down again...and we got back into successfully achieving our objective". This stress was perhaps because even with the choice of an easy meal not enough time had been allowed as a contingency, and the couple themselves commented that on reflection "a greater degree of preparation might be a good idea". This perhaps also signals another trait of hospitableness as *reflective practice*, of wanting to learn from experiences to improve future performance, and reinforces the significance of 'planning and organising' as a sub-dimension of 'management skills'.

The other factor influencing menu choice was guest preference, with the dishes of Sunday Roast, Sausages in a Cider Casserole and Mousaka all being chosen as both inoffensive and adaptable, and something that “would suit everyone’s tastes”. One couple describe how they discovered just before service that a guest didn’t like mashed potatoes, and so were able to keep his potatoes back from the mash to serve as boiled. The same couple were also able to swap the sausages in their dish for vegetarian alternatives, although did note that “you can end up cooking three or four different meals and that’s when your stress levels go up!” Interestingly the researcher’s field notes commented at the time that choice of sausage and cider casserole ‘appear to have been motivated by what guests would enjoy rather than ease or simplicity of preparation’, so perhaps the real art of creating a menu lies in finding dishes that look complicated, taste great but are in fact easy to assemble. Field notes also reveal that on one night the vegetarian in the group was forgotten altogether, and when the error was discovered at the last minute the host’s ability to be adaptable was truly tested, although to their credit they did everything in their power to retrieve the error including staying in the kitchen after their guests had started eating to create an alternative dish.

Common to all couples were comments about a general preoccupation with time management during their evening as hosts. A participant in one couple recalls that she “was very conscious, what’s the time, what’s the time?” during her evening. Her partner describes how having been set a service time of eight o’clock “you then have to start working backwards and thinking: well you

do this now, you do that then, etc". For two of the couples observed, researcher's notes record this preoccupation and task orientation commenting that 'guests were left to fend for themselves while the food was being prepared', the exception being the couple that more clearly split the roles of front and back of house.

Overall the semi-structured interviews and participant observations validated the elements of the dimension 'management skills' in the conceptual framework, with no perceivable deviation from the findings of the self-completed questionnaires except perhaps an even stronger focus on this aspect of hospitableness than previously observed.

4.2.2 Behaviours

For this dimension of the conceptual framework the results of the New Year experiment again show remarkable synergy with the analysis of the questionnaires, with behaviours such as food preparation, topping up of drinks and offering 'seconds' all featuring strongly in participant responses. Slightly at odds with this is the researcher's own participant observation that in reality guests were left to arrange their own drinks on most nights, grouping together to form small 'rounds'. This disconnect between intention and observation is perhaps explained by the informality of the group (who all knew and trusted each other) and the slightly artificial framing of the experiment during a collective holiday.

The seating plan and music were left to the guests by all of the couples, with perhaps the familiarity of the group contributing to the informality. As with the respondents to the questionnaires the iPod was the dominant form of music provision, with guests all taking turns to use their own equipment and assemble their own play lists. Entertainment during the evenings studied comprised a mix of simple conversation, board games such as 'Mr and Mrs' or 'Cranium', and an interactive computer games system – the Nintendo Wii. Unlike traditional games consoles the 'Wii' is operated by players simulating required actions while holding or standing on movement sensing pads, and so is physically as well as mentally involving. As one participant comments, games such as 'hoola hooping' were "so much fun".

The role of facilitator was prevalent in the responses, with participants noting that good hosts should be "sociable, considerate and caring / aware of others". This empathy extended to consideration for the natural shyness of some guests during activities such as the board or computer games, with one couple noting the importance of taking a lead to 'make it safe' for guests to participate: "we go out there and we'll, we'll do it, and I'll play a board game and fall on the floor pretending to be a dog...we lead by example...[and guests think] well if they're happy to make fools of themselves, then okay, fair enough, we'll join in". The results were perhaps slightly skewed by the group of participants having been close friends for about fifteen years, so hosts' tended to adopt a more relaxed style of delivery, were perhaps slightly less attentive and didn't feel quite as obligated to play the role of conversationalist as seen in the questionnaire responses. This familiarity could also explain a

strong desire to “become part of the group”, with interviewees being keen to dispense with the responsibility of the meal preparation in order to enjoy the evening as a quasi-guest. This behaviour was observed by the researcher and is recorded in the field notes as the participant retaining “the host’s hat until dinner service was complete when she began to exhibit more of the behaviours of a guest’. A record made about a different participant is more direct, stating that they ‘seemed more interested in being a guest than a host, and effectively allowed their partner to fulfil this role on behalf of the couple’. These observations perhaps links with Nouwen’s (1998) comment that all hosts are at other times guests, although it is more likely that he was signalling that the experiences of being a guest can be used to improve hosting skill, rather than that hosts should confuse the roles.

All hosts chose to wear the same clothes as they had worn during the day, commenting that the intention was to set an informal and relaxed tone for the evening, something that is confirmed by the researcher’s field notes. The only exception to this were the couple who hosted the first night in the house who felt that after travelling all day some degree of “freshening up” was appropriate as part of the “presentational element” of the evening. They noted that “if your host walks out...sweating piles and you know, looking deeply unattractive, from the kitchen, it doesn’t bode too well for dinner!”

Field notes generally revealed hosts acting as role models during their evening, one entry commenting that the participant “was happy and smiley throughout, with the added advantage that much of this was reflected back to

her”. This contrasts with another note that observes a host who was more subdued, and that overall the ‘evening was slightly ‘flat’ compared to the night before’.

Overall the semi-structured interviews and participant observations validated the elements of the dimension ‘behaviours’ in the conceptual framework, with no perceivable deviation from the findings of the self-completed questionnaires.

4.2.3 Motivators

Competition was a strong motivator for participants in the New Year experiment; with one host joking that he “tried to ruin everyone else’s night to make ours look best”, and another describing in detail how he and his partner were motivated by “setting the bar”. Analysis of these comments reveals a disturbing truth about participant observation as a research method, with the knowledge that the evenings were being observed perhaps influencing the natural motives of the host. However it is also possible that this was simply the ‘desire to impress’ noted in the self-completed questionnaires, but being evidenced through different language, or the need for approval from others.

As with the questionnaires words such as comfortable, relaxed, fun and enjoyment were frequently used to describe the emotions or feelings that hosts wished to engender in their guests, with the hosts feeling pressure “not to let everyone down”. Ensuring that guests did not have to worry about the

mundane, organisational and task based elements of an evening were important to the hosts, with participants conscious throughout their evening that “guests were having a good time” One interviewee notes that she felt responsible for her guests, and that even when in the kitchen and “leaving the group to their own devices...I do think that you need to keep an eye on them to make sure that they’re okay”. These objectives are measured subjectively in most cases, although physical clues such as people “clearing their plate” or “staying up late” assist hosts in judging success.

One couple pick up Nouwen’s (1998) theme about creating ‘freedom for the guest’, commenting that “I wouldn’t say that you have to be the life and soul of the party”. This sentiment was also noted in the responses to the questionnaires, with hosts wanting to allow guests ‘room’ to be themselves, and was evidenced through activities such as allowing guests to choose where to sit, what music to listen to and which games to play. One couple in the New Year experiment appeared to disagree however, commenting that although “neither of us takes naturally to being the centre of attention within a group, as a host there’s a degree of pressure to do this in order to entertain people”. Whatever the view of the host role in this respect one thing that all participants note is the importance of putting guests first and responding to their needs.

On the night that the Nintendo Wii was chosen for after dinner entertainment the researcher’s field notes debate whether or not the choice of entertainment was motivated by a desire to find something that would be ‘inclusive’, or

whether the host was in fact sharing his favourite toy with his inner circle. Either motive could be construed as well meaning, driven by a desire to ensure that all are involved and feel comfortable, or to make guests feel special by sharing something meaningful to the host.

Overall the semi-structured interviews and participant observations validated the elements of the dimension 'motivators' in the conceptual framework, with no perceivable deviation from the findings of the self-completed questionnaires except a heightened perception of competitiveness, perhaps a signal or expression of the host's desire to gain approval.

5. Conclusions

The researcher was surprised at the high degree of consistency between the findings from the New Year experiment and those of the self-completed questionnaires. Almost identical interpretative repertoires were constructed by all participants entirely independently of each other and a high degree of repetition in the vocabulary was demonstrated.

The work of the few writers that have attempted to explore 'hospitableness' (Nouwen, 1998) (Telfer, 1996) (Derrida, 2002) (O'Gorman et al., 2007) (Lashley and Morrison, 2000) (Heal, 1984) was clearly mirrored in the research findings, with participants evidencing their work. These writers and the research conducted here for Document Three of the DBA programme have informed the development of a conceptual framework that attempts to identify the sub-traits of the trait 'hospitableness'. The interim framework developed midway through this document has emerged from the research data as part of a grounded approach (Glaser and Strauss, 1967) that is consistent with the DBA instruction to take a phenomenological and interpretivist stance to this document (Bryman and Bell, 2007).

An ongoing debate that has not been entirely resolved through this research is the distinction between someone who is a good 'host', and someone who is 'hospitable'. It could be argued that the dimension of 'management skill' that was added to the interim conceptual framework is misplaced as these skills are solely concerned with 'hosting'. Similarly the 'culinary skills' and 'service skills' elements of the 'behaviours' dimension could be argued as functions of

hosting, and potentially removed from the framework. Ultimately the test between 'host' and 'hospitable' is perhaps about the degree to which the traits are internalised. If they can be bought-in (e.g. outside caterers could prepare and plan a meal and serve guests) then it is suggested they are removed from the conceptual framework. Elements that are personal to the host are retained, so the framework returns to a two-dimensional construct of 'behaviours' and 'motivators', but perhaps now in a hierarchical format.

Arguably the behavioural elements of the conceptual framework can be learned. With reflection, with reading, with tuition, people can learn to be e.g. empathetic or attentive, but *motives* are something which are necessarily internal and cannot be taught.

The final debate around the finalising of the conceptual framework is that of 'motives for the motives', the argument between reciprocity and altruism. Here the researcher has followed Telfer's (1996) assertion that ultimately it is not of importance, provided there is no 'dark' purpose such as seduction or profit behind the motive. This argument allows that reciprocal motives such as seeking approval, taking pride, and personal enjoyment are all equally as valid as wanting guests to e.g. enjoy themselves because it is a religious or cultural duty or an end in its own right.

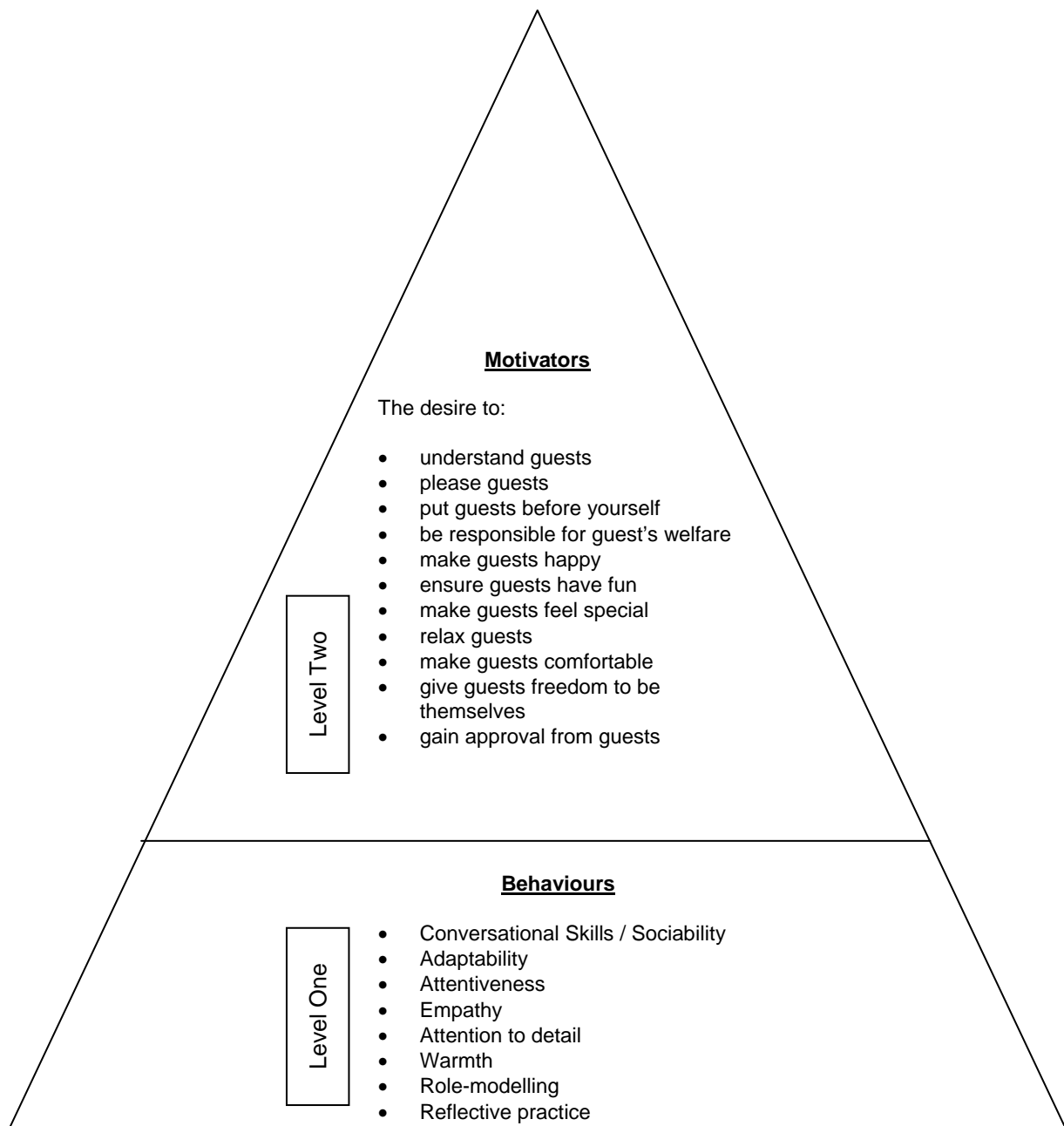


Figure 5: The Dimensions of Hospitableness

Overall this debate leads the researcher to conclude that the sub-traits of hospitableness are a two-dimensional hierarchical construct, with behavioural skills that can be developed at a lower order than the internally constituted host motives.

It is this framework which shall be tested in Document Four through the planned development of an identification instrument.

Further Research

The limitations of time and cost on the research prevented further exploration in a number of areas. The following research questions remain unanswered:

- To what extent is Derrida's (2002) concept of being unprepared a significant factor in determining 'hospitableness'?
- What would be the effect of a greater sample size?
- How would a stratified sample by income level, age, social class, religion or culture impact the findings?
- Would research from a 'guest' perspective validate or challenge the findings?
- How would the results vary if 'single' participants were used in place of couples?

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Appendix One

‘Hosting’ Experience Questionnaire

Name	
Occupation	
Age	
County / Country of Residence	

1. Briefly describe the evening you hosted, covering: menu, table layout and seating, music, dress, drinks and entertainment (e.g. after-dinner board games)	
2. As a ‘host’, what did you consider to be in your ‘job description’ (what were you responsible for during the evening)?	
3. What were your biggest motivators during the evening (what was it most important that you achieved)?	
4. What influenced your choice of menu?	
5. What consideration did you give to table layout, appearance and guest seating arrangements?	
6. What consideration did you give to the musical content of the evening?	
7. Did you change your dress for the evening you hosted?	
8. If you had after-dinner entertainment, what influenced your choice of game?	
9. In what way were the tasks of ‘hosting’ split between you (couples only)?	
10. How did you feel you worked together to deliver the evening (couples only)?	
11. In what way did your behaviour differ as a host to occasions when you have been a guest elsewhere?	
12. What emotions did you feel as a ‘host’ during the night?	
13. What emotions were you hoping to inspire in your guests?	
14. What do you feel your major successes from the evening were?	
15. Thinking about the doctoral research and using your experiences as hosts, what would you consider to be the personality traits of someone who is naturally hospitable?	

DOCTOR OF BUSINESS ADMINISTRATION

'Hospitableness'

Can the sub-traits of 'hospitableness' be identified, measured in individuals
and used to improve business performance?

Document Four – Positivist Research

Matthew Blain

November 2009

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1. Research Aims and Objectives

This stage of the DBA research aims to address the central part of the research title that links together documents two, three, four and five - 'can the sub-traits of 'hospitableness' be identified, measured in individuals and used to improve business performance?' Documents two and three attempted to identify the sub-traits of hospitableness and this document seeks to develop a measurement instrument. In document five it is planned to refine this instrument and deploy it in industry to explore the link between levels of hospitableness and business performance.

The particular research questions for this document are:

1. To what extent can a reliable instrument be developed to measure the sub-traits of hospitableness as defined in the conceptual framework from document three?
2. What is the relationship between 'motivators' and 'behaviours' identified in the conceptual framework?
3. What is the impact of gender, age, marital status and work experience on responses to the hospitableness instrument?

The selection of research questions and subsequent development of the hospitableness instrument necessitate statistical analysis of a numeric dataset. This document is deliberately positivist in stance and specifically deploys quantitative methods due to the requirement of this current stage of

the DBA programme. The research scope has primarily been limited to the development of an instrument against the test of internal reliability, with restricted additional analysis around the response set in order to practice and build confidence with quantitative methods. The document does not aim to test whether the instrument actually measures 'hospitableness', nor the validity of the conceptual framework itself – these will be explored in document five.

2. Introduction

Despite the growing volume of research into the measurement of service quality which was explored in Document Two (Parasuraman et al., 1988) (Philip and Hazlett, 1997) (Cronin Jr and Taylor, 1992) (Webster and Hung, 1994) (Mei et al., 1999) (Knutson et al., 1991) (Stevens et al., 1995) (Akan, 1995), there appears to have been comparatively little research into potential linkages between this and the personality trait of 'hospitableness'.

Established service quality literature generally explores the dimensions of service from a customer perspective with many researchers consequently focusing on output measures in their work rather than input measures such as people, and in particular on their attitudes and service disposition (Lee-Ross, 1999:148).

SERVQUAL (Parasuraman et al., 1988) is arguable the most widely cited measurement instrument of service quality and measures customer perceptions of quality against the individual's own prior expectations across five service quality dimensions (reliability, responsiveness, assurance, empathy and tangibles). Respondents are required to score a series of mirroring statements (one for expectation and one for actual experience), with the service quality score being a result of a gap analysis between the two sets of metrics. The model works on the underlying hypothesis that all customers have preconceived expectations of service quality and that it is how a business performs against these, as opposed to a hard metric, that determines performance. Later iterations of the instrument increased

sensitivity by asking respondents to capture not only *desired* service level expectations but also their *minimum* required level of service. Although there has been debate about whether SERVQUAL genuinely measures service quality, the instrument itself has been found to be largely reliable and valid (Fick and Ritchie, 1991) (Caruana et al., 2000). The actual mechanism for data capture is a traditional Likert scale across a series of statements.

Saleh and Ryan (1991) specifically tested the SERVQUAL instrument in a hospitality setting, finding that an amended set of service dimensions had more resonance in this context, adding in 'conviviality' and 'avoid sarcasm' at the cost of 'reliability' and 'responsiveness'. These are interesting substitutions on two counts; first because the new dimensions increase the number of elements which are directly people-related, and second because the researchers introduce the idea that the dimensions which were removed are in effect 'hygiene factors'. This implies that these factors negatively impact service if they are missing but have limited scope for augmenting the service experience if delivered well. The increased measurement of people-based dimensions is significant given the implied hypothesis of this DBA research that levels of 'hospitableness' (a people measure) are directly linked to service quality output.

Gronoos (1990) comments on the challenges of measuring service quality due to the 'highly intangible, inseparable, perishable and heterogenic nature' of services, noting that the moment after an service encounter has occurred it fades from reality and into the memory of the participants. Mei et al (1999)

agree with Saleh and Ryan's (1991) stance on the high reliance on people dimensions impacting service quality in the hospitality setting, although caution that "quality aspects such as 'friendliness', 'helpfulness', and 'politeness' are likely to be interpreted differently by various guests and are assessed subjectively" (1999:137). Webster and Hung (1994) neatly capture this sentiment when they comment that "quality is what the customer says it is" (1994:50). This epitomises the logic of Parasuraman et al (1988) when they measure service quality perception against a participant's own expectations – the subjectivity excluding the option of a fixed external standard against which to measure. Mei et al (1999) created an adaptation of SERVQUAL for the hospitality industry called 'HOLSERV', and also found 'employees' to be the dimension that had the greatest overall impact on service quality.

3. Service Orientation

Lee-Ross (1999) explores the idea of employees having the greatest impact on service quality, accepting this as a basis for the hypothesis that some staff are more naturally pre-disposed to providing great service than others. This mirrors the DBA hypothesis that some people are more naturally disposed to hospitableness. Lee-Ross notes that little research has been done in this area and begins by building a model of service disposition (explored in more detail in DBA Document Two). The model was built by interviewing 60 undergraduates who had worked in service organisations and by testing their views on which attributes indicated a positive service predisposition. This is similar in method to the DBA research conducted in Document Three which used a mix of questionnaires, participant observation and semi-structured interviews to build a model of the attributes of hospitableness.

Lee-Ross's model is then taken as a base from which to create a questionnaire that diagnoses service disposition. Each dimension is tested by three question statements that participants rate on a seven point Likert scale. Two of the three statements are worded positively, and one negatively worded in a format copied for the DBA instrument that is developed in this document. Rosenberg and Hovland (1960) suggest that the three statements are also designed to be assessed by measures written against three response classes they identified, these being cognitive, affective, and connotative.

In his results Lee-Ross notes a phenomena regarding the level of deference of participants, with individuals who are highly deferential tending to show a higher service disposition score. This he hypothesises is because “nothing is too much trouble to undertake for the client” (1999:152), which although not directly tested in the current iteration of the DBA hospitableness instrument is perhaps worthy of further study in later stages of the DBA research. Overall the service-disposition instrument was found to have satisfactory reliability and discriminant validity, suggesting merit in the approach of following a similar three-statement design principle for the DBA instrument. Interestingly Lee Ross notes the potential application of his diagnostic tool in the recruitment selection process, and consequently the need for large scale trials to establish operating norms. The same is likely to be true of the hospitableness instrument.

3.1 Service Orientation as a Modifier

Brown, Mowen, Donavan and Licata (2002) studied service orientation in the restaurant industry, hypothesising that “for most types of service organisations, individual service workers are direct participants in implementing the marketing concept [and that the] personal interaction component of services is often a primary determinant of the customer’s overall satisfaction” (2002:110). They defined customer (service) orientation as “an employee’s tendency or predisposition to meet customer needs in an on-the-job context” (2002:111). They draw on earlier work of personality assessment to define their detailed hypotheses, in particular Mowen and

Spears (1999) who argued that basic personality traits such as introversion, conscientiousness or agreeability combine with contextual factors to produce surface traits such as customer orientation in a hierarchical relationship. Surface traits are an interesting construct, and suggest that the same individual with one set of basic personality traits may behave in very different ways according to their environment, for example a Doctor with a highly commendable bedside manner could by contrast be highly insensitive in their home environment. This would be an interesting proposition to explore for the DBA research, particularly in Document Five as the hospitableness instrument is applied into an industry context and the results correlated to actual performance.

The underlying notion of Brown et al's research (2002) is that customer (service) orientation is a *modifier* in the well established model of personality traits acting as predictors of performance (e.g. an extrovert is likely to be a good bartender). They performed their research in a series of American restaurants, and correlated participant self-assessment of personality against both peer and supervisor ratings of performance (scored on the dimensions of quantity and quality). Although they found direct positive and negative correlation between basic personality traits such as agreeableness, conscientiousness and instability with performance ratings, surprisingly their evidence for a link to customer orientation was weak with results being 'suggestive' at best. Worryingly they rationalise this as being attributable to the industry studied (the restaurant sector) "not being one in which employee personality would be expected to be especially influential on customer

satisfaction and retention” (2002:117). They claim that the short duration of customer contact and low relationship content in a restaurant limit staff influence over customer opinion, a claim which much of the service quality literature would refute as lacking in credibility (Booms and Bitner, 1981), (Parasuraman et al., 1988), (Mei et al., 1999, Caruana et al., 2000). It also asks the question of why the researchers chose to study the restaurant industry if they were already aware of its’ limited value.

3.2 Training or Selection?

Cran (1994) comments that poor service in organisations is generally addressed through employee training, selection, presentation (e.g. the wearing of uniforms) and through the imposition of service routines or scripts. The idea of addressing service through selection is at the core of the DBA research, and Cran strongly suggests the existence of the concept of ‘service orientation’ as a measureable variable. He criticises most selection tools as “time consuming or expensive and hence ineffective or inappropriate” (1994:35), reinforcing the need for the DBA hospitableness indicator to be both quick and cost effective to deliver if it is to be successful in a commercial setting.

Cran is also critical of organisational training, arguing that many employees pay ‘lip-service’ to the company-endorsed behaviours which in turn regress over time. This supports the work by Hochschild (2003) on surface acting where service staff deliver the required behaviours as if they were actors

playing a part. Hochschild's research suggested this to be unsustainable in the long-term, and if forced it leads to employee emotional burn-out. Cran argues that for such behaviours to become permanent they must be "congruent with the person's established attitudes and value system" (1994:36). This he suggests is no different for service performance as anything else. He goes on to define 'service-orientation' as employees with "an inherent tendency to be pleasant, polite, cooperative and helpful in dealing with others" (1994:38), arguing that such people will show higher levels of effectiveness as a consequence of their dispositional characteristics. Critically, if employees are recruited who naturally possess these traits it is suggested that the effectiveness of organisational training plans will increase. This parallels the supposition unpinning the hospitableness model proposed in Document Three which placed hospitableness on a scale from mechanistic behaviours through to underlying motivates. The model proposes that motivators (like personality traits) are inherent whereas behaviours can be learned, with the likelihood of the behavioural activity being sustained increasing the stronger the underlying motivation level of the individual.

3.3 Impact on Labour Turnover and Customer Satisfaction

Dienhart, Gregoire, Downey and Knight (1992) propose that service oriented employees are those who are responsive to customer needs, attentive and pleasant, and crucially whose involvement directly leads to better customer service. Their research demonstrates that the stronger the average 'customer orientation' scores for employees, the higher the level of customer perception

of service quality is likely to be, and that additionally service oriented personnel are generally more “likeable, popular, and can contribute to the morale and cohesion of their work group” (1992:332). This is significant because these characteristics directly influence levels of job satisfaction and intentions to stay, both of which were found in the research to be positively correlated with service orientation.

These findings support the underlying DBA hypothesis that hospitableness (as a proxy for service orientation) may be directly linked to customer satisfaction, and simultaneously they allude to the challenge of delivering customer satisfaction in a hospitality industry beset with problems of high labour turnover. The findings suggest that more careful selection of employees (to identify those who possess naturally high levels of service orientation or hospitableness), may positively impact both labour turnover and customer perceptions of service quality. This also correlates with the work of Smith, Gregory and Cannon (1996) who found in a study of Korea’s leading restaurant chain a positive relationship between organisational commitment to their employees and individual levels of motivation and job performance. They noted that “organisational commitment is of particular relevance to the hospitality industry which is a service oriented industry with high employee turnover” (1996:3).

4. The Conceptual Framework

The model proposed in Document Three placed hospitableness across two hierarchical dimensions – soft behavioural skills at a lower level leading to internally constituted host motives at a higher level. To construct this conceptual framework a third dimension, management skills, was discussed and discounted. The argument for this omission was that these skills could be ‘bought-in’ if required and were not as strongly linked to individual disposition as the other components of the model. In this document it is proposed that two of these ‘management’ skills are re-introduced – ‘planning and organising’ and ‘time management’, but as sub-dimensions of level one (behaviours). Re-reading of the original research material in preparation for this stage of the research highlighted the importance of these skills to participants and suggested that the original omission may have been incorrect. Based on frequency of mention in both the survey results and semi-structured interviews these elements will be re-introduced to the model.

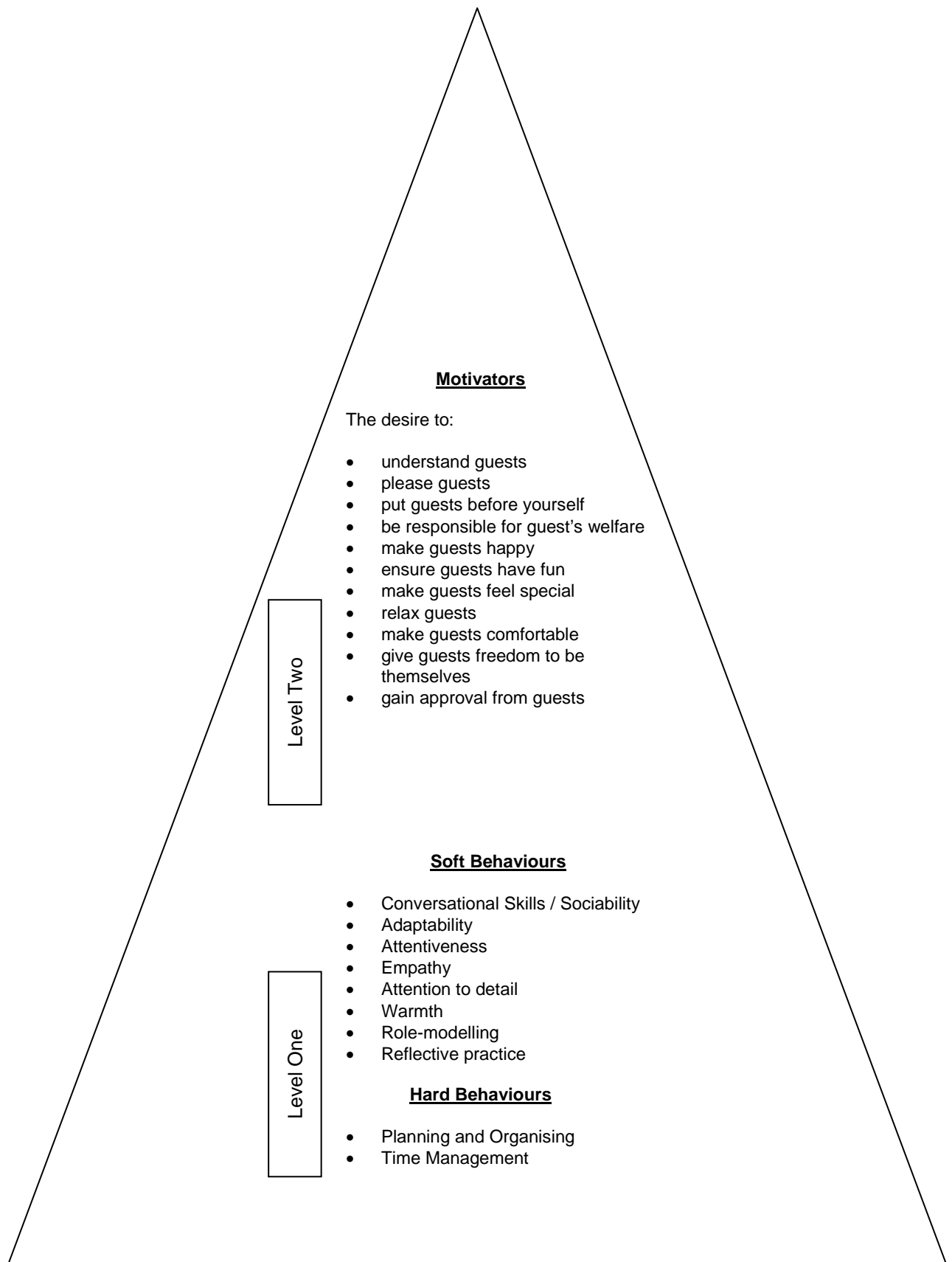


Figure One: The Dimensions of Hospitality – A Conceptual Framework

5. Personality Testing

5.1 Validity and Reliability

When designing a questionnaire Webster and Hung (1994) propose three tests: validity, reliability and practicability. While the first two are well understood, the third, practicability, has less common currency and relates to the proposed delivery method. This could be online, paper based, interviewer led etc, and represents a sensible test for the DBA instrument given the intention to ultimately deploy it into a hospitality industry setting where few staff have work email accounts or computer access.

Melamed and Jackson (1995) claim psychometric instruments (personality profiling) “can make significant value for money contributions towards company effectiveness” (1995:11) although caution that such tests must be fit for purpose and the results only interpreted for their intended use. This warning has particular resonance for the DBA hospitableness instrument as the spectrum of analysis is deliberately narrow. They argue that the main criteria in judging an instrument should be reliability and validity - two tests that will be applied to the DBA questionnaire construct.

According to Melamed and Jackson (1995) psychometric tests have a number of industrial applications, notably in recruitment and selection, job profiling, personal development, team building and career counselling. Of these the intended use for the hospitableness instrument is selection. They speculate

that the total cost of hiring new employees is £1000 per head (1995:16) and that better matching of people to jobs is likely to bring financial savings to companies as the level of labour turnover decreases. This appears logical and has links to the work of Hochschild (2003) on emotional labour and burnout, although the financial benefits that the hospitableness instrument hopes to bring are through increases in sales as a result of better matching staff to customer requirements rather than reduced employee turnover. Melamed and Jackson (1995) go on to list four types of psychometric instrument: ability tests, personality questionnaires, occupational interest inventories, and job analysis techniques. The DBA questionnaire is concerned with personality profiling.

Cook and Beckman (2006) explore the test of validity in detail, and define the term as meaning “the degree to which the conclusions (interpretations) derived from the results of any assessment are well-grounded or justifiable, being at once relevant and meaningful” (2006:166.e7). They note that the methods of evaluating validity have grown out of study in the fields of education and psychology, and that at its most basic the concept is asking whether or not the output of an instrument can be trusted for its intended purpose. This raises the interesting question of whether or not it is the instrument, or the results of the instrument that the validity test can be applied to; Cook and Beckman (2006) suggest that it is the instrument’s output or inferences that are tested. They build a case that evaluation of validity is an evidence building process which tries to disprove a hypothesis and that validity itself can never be proved, only disproved; “if evidence does not

support the original validity argument, the argument may be rejected, or it may be improved...after which the argument must be evaluated anew”

(2006:166.e12). They put forward five categories in which evidence should be gathered: content, response process, internal structure, relations to other variables and consequences. For the DBA instrument the specific evidence that may be appropriate for a validity analysis against these criteria is captured in the table below:

Content	Response Process	Internal Structure	Relations to Other Variables	Consequences
<ul style="list-style-type: none">• Question standard• Qualifications of author to write questions (how well researched?)	<ul style="list-style-type: none">• Ease of use• Security of responses• Quality of data capture	<ul style="list-style-type: none">• Reliability• Factor Analysis	<ul style="list-style-type: none">• Correlation to external perceptions of hospitableness (e.g. from their manager)	<ul style="list-style-type: none">• Impact on sales performance

Figure Two: Validity Analysis Evidence Table

Cook and Beckman (2006) conclude by suggesting that the validity tests have little meaning unless internal reliability tests have first been conducted. These refer to the reproducibility or consistency of the scores from each assessment.

Furnham and Drakeley (2000) discuss the concept of ‘face validity’, arguing that due to pressure from HR managers an increasing numbers of tests are designed to read in a way that make very obvious links to the dimensions that they are designed to measure. While this creates instruments that are more marketable in the short term it does significantly increase the risk of participants being able to fake their results (Furnham, 1986). This risk is

markedly higher if the dimensions are commonly understood and the individual also has a common use, cultural or inherent “frame or schema of reference that they can decipher” (2000:105).

Furnham and Drakely (2000) tested the Hogan Personality Inventory (Hogan et al., 1984) with 88 participants, asking the participants to first complete the questionnaire, and then a week later to make an estimate of their scores. Overall they found a high correlation between actual and estimated scores, with nearly half being significant. While based on a small sample size the results are noteworthy for the DBA questionnaire as many of the DBA questions are worded in a way that directly links them to the dimensions that are being measured. While this creates high ‘face validity’ it does perhaps introduce the risk of manipulation to the results. This is mitigated to an extent in the online version of the questionnaire which only shows one question at a time. This allows several statements for each dimension to be introduced as consistency checkers without giving the participant the facility to return to previous answers to match their responses. However this same mitigation is not available if the instrument is ultimately deployed into industry in a paper-based format where participants could move backwards and forwards with relative ease.

McManus and Kelly (1999) in their study of sales representatives in the life assurance industry found personality profiling to be an accurate predictor of job performance with personality measures tapping into both an individual’s motivation and interpersonal skills. They took the two performance types of

'task' and 'contextual' performance identified by Borman and Motowidlo (1993) and hypothesised that the big five personality measures of 'extraversion', 'agreeableness', 'conscientiousness', 'emotional stability' and 'openness to experience' (Norman, 1963) could be used to predict 'contextual performance'. Their findings from a sample of over 10,000 sales staff supported this hypothesis, with 'extroversion' the most significant indicator of positive supporting behaviours (contextual performance). Ability testing they conclude is likely to provide more reliable forecasting of 'task' performance, although of the five measures there was also a degree of correlation to 'extraversion'. Interestingly 'conscientiousness' had little bearing on either performance category. These findings suggest that the DBA hypothesis about a link between the personality trait of 'hospitableness' (which has elements of each of the 'Big Five' personality measures contained within it) and sales performance of a pub has a reasonable chance of being proved.

5.2 Instrument Design Methodologies

When designing a measurement instrument Aladwani and Palvia (2002) suggest a three step approach. This includes "(1) conceptualisation, (2) design, and (3) normalisation" (2002:469). Stage one focuses on the development of an underpinning conceptual framework, stage two the design of the instrument, scales to be used and early piloting, and stage three the independent verification and validation of the tool. While this is a fairly generic approach there appears to be merit in the logical and cumulative design of the steps, and if it were to be mapped to the DBA research there are

clear links between the proposed research arc of documents three, four and five. This document is mapped to stage two – the design of the instrument.

The work of Aladwani and Palvia (2002), as indeed is the work of many authors involved in the construction of measurement instruments e.g. (Sin et al., 2002), appears to be a build on original research by Churchill (1979) who discussed the construction of measures in particular relation to market research. Churchill asserts that many measures in instruments are poorly designed and too easily and uncritically accepted, proposing instead that they should first pass the tests of validity, reliability and sensitivity. Stated differently he says, “most measures are no more sophisticated than first asserting that the number of pebbles a person can count in a ten minute period is a measure of that person’s intelligence; next, conducting a study and finding that people who can count many pebbles in ten minutes also tend to eat more; and finally, concluding from this: people with high intelligence tend to eat more” (Churchill Jr, 1979:64).

He goes on to note that a measure is only ‘valid’ when differences in score reflect true differences in the characteristic being measured. Reliability he asserts is when an independent measure calibrates with the measure scores in the instrument, and is about the level of variability that can be attributed to random or un-associated factors. In the DBA instrument each dimension is measured across three statements to provide opportunity for comparison and calibration. Churchill goes on to note that inherent problems in the reliability of measures scored by humans include rating differences caused by mood

factors, the rater's state of fatigue, varying interpretations of imprecisely worded questions, the honesty of the individual and even mechanical error such as ticking the wrong the box. Against this minefield it is difficult to establish a truly noise free measure, the only mitigation being to design out some of these risks through the creation of well worded questions and a user friendly interface. It is in the design phase (Aladwani and Palvia, 2002) of questionnaire construction that this work is done.

Churchill also proposed a systematic approach to instrument design to help alleviate the problem, identifying not just the process steps but also the relevant techniques or statistical testing required at each stage of the development process to improve the robustness of the measures being created:

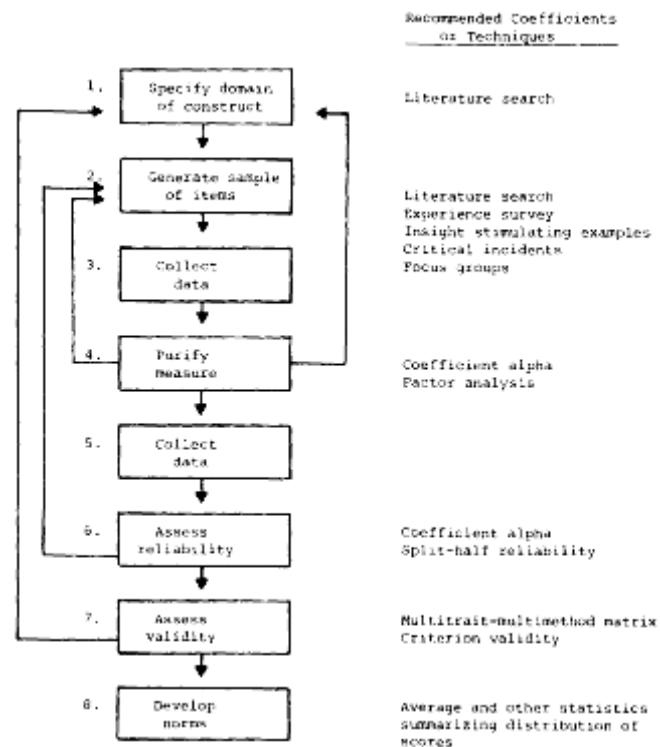


Figure Three: Suggested Procedure for Developing Better Measures

(Churchill Jr, 1979:66)

Within the suggested procedure there are two data gathering points or 'trial runs'. It is intended to follow this logic in the construction of the DBA instrument, using the initial data collection in Document Four to fine tune the measures, and the later collection point (in Document Five) to test the changes made prior to larger scale trials. This document covers steps 1-4 in the model above and is consistent with the approach taken by Aladwani and Palvia (2002).

According to Hogan, Hogan and Busch "the conventional wisdom of applied psychology...is that personality measures are not particularly useful as predictors of on-the-job performance" (1984:167). Despite this they contend

that “standard personality dimensions...reflect social evaluations of everyday performance and should, therefore, contain important information about competencies relevant to the non-technical aspects of job behaviour”. They argue that previous assertions are outdated and undertook a study of nursing assistants in the states to test their hypothesis that personality measures are in fact not only linked to job performance but that they are also reliable predictors of it. Referring to their own earlier work (Hogan, 1983) they split the personality lexicon into six traits: intelligence, prudence, ambition, adjustment, sociability, and likeability. Using the ‘Hogan Personality Inventory’ (a profiling instrument) they found that it is the last three of these traits (adjustment, sociability, and likeability) that they found most closely linked to performance.

However, of most interest to the DBA research is their methodology. The use of an existing instrument is an accepted and well used research method, but in order to test their hypothesis about a link to performance they had to find measures of individual job performance to correlate their results against. In Document Five the DBA research will be attempting a similar task, but at this conceptual stage it is planned to test ‘hospitableness’ ratings against unit (rather than individual) sales performance.

Hogan et al (1984) correlated against *two* different performance measures. The first of these was a selection of results for individual performance appraisal criteria, and the second was a manager and peer rating of their immediate team that constructed a ranking list of those participants with the

highest through to the lowest service dispositions (in their own opinion). Although highly subjective there may be some merit in using a similar technique during the DBA research. One of the challenges in the 'design' phase of the hospitableness instrument is not only how to create a tool that is reliable but also one which is valid and to achieve this a method of testing the theoretical hospitableness ratings produced by the instrument against 'reality' is required. However the paradox with this approach is that the justification for creating a measurement tool for 'hospitableness' is that it has never been done before, nor even the concept fully defined. This means that by definition there are no other researched and tested measures against which to benchmark, and it may ultimately be appropriate to use an entirely subjective test such as the one in Hogan et al's (1984) research. This will be explored further in Document Five.

Dienhart et al (1992) reverse engineered their service orientation profiling tool, beginning with the listing of a series of statements that the authors believed related to the concept. These were then tested for face validity through discussion with pizza restaurant managers, corporate executives and hourly paid employees in their host organisation. The statements were all designed to be measured on a five point Likert scale. Additional inspiration for the instrument sub-scales was also drawn from existing tools such as the Hogan Personality Inventory (HPI) (Hogan et al., 1984). Dienhart et al then conducted a 'principle component analysis' to work back from their statements into an overall conceptual model in an attempt to identify groupings into larger dimensions or themes. They concluded that these were "job satisfaction, job

security, team orientation, intention to leave and service orientation” (1992:336). Finally the instrument was piloted so that test data could be gathered on which to conduct internal statistical reliability analysis.

Of particular interest in Dienhart’s work for the DBA instrument development is their inclusion of significant numbers of demographical questions, something which early development of the hospitableness indicator had moved away from. However the benefit of doing this is that it allows the researcher to bring richness to their findings, being able not just to detect levels of inherent service orientation or hospitableness, but also contextual factors that may influence the findings. This links to the work of Borman and Motowidlo (1993) on contextual performance, and Mowen and Spears (1999) on surface traits, and will now inform the final development of the DBA instrument. Interestingly Dienhart et al (1992) discovered that marital status, level of education, employment status and race all had no bearing of levels of customer focus. However age was positively correlated, with older employees consistently showing higher levels of service orientation than their younger colleagues. Additionally job involvement, job satisfaction and job security were all positively related to customer orientation, suggesting an important role for managers and organisations in creating a positive and supportive climate in which employee’s natural traits can flourish. Dienhart et al conclude that their research has suggested that “employees with a strong sense of job security tend to enjoy the act of service, want to satisfy the customer and have pride in their job and company” (1992:345), which

underlines the importance of businesses providing the context of security in order to unlock their employee's inherent and underlying service traits.

Lytle, Hom and Mokwa (1998) in their development of 'SERV*OR' created an instrument to measure organisational (as opposed to individual) disposition to deliver customer service. They defined 'climate' as their key variable, arguing that this consists of a mix of policies, practise and procedures that sets the environmental context for employees by creating the "feel, pre-disposition or orientation of the organisation" (1998:458). They justified their work against the identification of "a need for research that (1) provides clear specification and measurement of an organisational service orientation, (2) is managerially relevant, understandable, and useful, and (3) is psychometrically sound" (1998:456). With the amendment of 'individual' for 'organisation' in part one of their rationale this could easily and equally be adopted for the DBA research.

To construct the conceptual framework which underpins their research Lytle et al (1998) conducted twelve in-depth semi-structured interviews with senior executives in service businesses followed by two focus groups. Again, this model is not dissimilar to the work in Document Three of the DBA where the hospitableness conceptual framework was developed using a mix of participant observation, semi-structured interviews and a questionnaire to gather empirical data from which to construct the model dimensions. From their initial research Lytle et al then created a list of statements intended to measure the concepts they had identified, each being selected for "its

appropriateness, uniqueness, and ability to convey to informants different shades of meaning” (1998).

This list of statements was then presented to a panel of judges who scored each one scored on a Likert scale of how well or how poorly it measured the construct under consideration. Although the DBA research has followed a similar method, it could be argued that the pre-testing of statements for the hospitableness instrument has not been as robust. This is because the panel the DBA researcher used were the individuals from the participant observation exercise in Document Three, and no formal scoring mechanism was applied. The selection and adjustment of statements took the format of a focus group, with statements being amended through discussion and debate. The supervisors of the DBA project were also asked separately for their views as part of this process. However, there is considerable merit in a more scientific approach and it is likely that this ‘scoring’ or ‘rating’ model would be adopted if a new instrument were to be developed. Lytle et al (1998) finally moved into small scale and then large scale testing of the actual instrument in order to conduct statistical reliability and consistency analysis, in addition to being able to set organisational benchmarks.

This methodology contrasts with the work of Kim, Leong and Lee (2005) who chose to construct an instrument using already validated scales from other authors. Interested in researching customer orientation as something that is “central to a service organisation’s ability to be market oriented” (2005:172) they took concepts such as ‘service under pressure’ from Dienhart et al

(1992) and lifted the measurement scales directly into their own instrument. By doing this they were able to quickly construct a tool that reliably measured six unique dimensions without the need for field work and could then concentrate on analysing the relationships between them to test a series of hypotheses about hierarchical interactivity.

6. Instrument Development

6.1 Design Process

The development of the DBA hospitableness instrument has broadly followed the structures laid out by Churchill (1979) and Aladwani and Palvia (2002).

The conceptual framework proposed in Document Three suggests that hospitableness is a two-dimensional construct that can be measured on a scale from mechanistic behaviour through to genuine / altruistic motivators. Each half of this continuum has ten dimensions (giving twenty in total). A series of statements was drafted that attempted to measure affinity either directly or indirectly to the individual dimensions (e.g. for the dimension of 'put guests before yourself' a statement of 'I feel that it is important to put guest's enjoyment before my own' was applied).

For each sub-dimension three statements were created – two positively worded and one negatively worded in line with the best practice suggested by Lee-Ross (1999).

Dimension	Positively Worded Statements	Negatively Worded Statement
The desire to... Make guests happy	5. I get pleasure when guests are happy with my hospitality 15. I measure success by guests' happiness	42. Guests' happiness is not my main motivation as a host

Figure 4: Example Question Statements

By measuring each dimension in three different ways it was hoped that a reasonable degree of validity and reliability could be established in the instrument (a full copy of the statement bank can be found in Appendix One). The statements were sent to individuals who participated in the Document Three research for comment regarding their 'face validity' (Furnham and Drakeley, 2000) and the quality of their wording. Individuals were also asked to be mindful that the statements should be equally applicable to someone working in the hospitality industry as they are to the domestic host.

Many initial drafts were found to contain double concepts (e.g. [it's important to do absolutely anything necessary] [to ensure that guests have a good time]), and these were adjusted so that only one idea was being measured by each statement (e.g. 'it's important to do absolutely anything necessary'). The word count for each statement was also reduced by removing phrases such as 'in my opinion' as these were implicit in the question stem and served little useful purpose. The full question bank can be found at Appendix Three. Upon collection of the responses the Likert scores for the negatively worded statements were reversed in order to be able to draw easy comparison with their positively worded counterparts in each dimension (e.g. 0=7, 1=6, 2=5 etc).

For the delivery method two styles of instrument were considered – the first, "dichotomous" questioning (Fisher, 2007:193), involved taking the statements and pairing the thirty from the behavioural dimension of the hospitableness

model against the thirty that related to motivators dimension. Participants would then decide which statement from each pairing was 'more like me'.

3. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I get a thrill when guests are pleased with my hospitality	<input type="radio"/>	<input type="radio"/>
When I'm hosting I try to feel as if I'm one of the guests	<input type="radio"/>	<input type="radio"/>

Figure 5: An example of a paired-statement question

The mechanic of the questionnaire then produces a crude measure of bias for each individual based on how many statements the person had most closely identified with from each of the two high level dimensions of the model. The results would swing participants from either mechanistic hospitableness (level one) through to genuine / altruistic hospitableness (level two) on a scale of minus thirty to plus thirty with a balanced position in the centre. A more detailed example of this questionnaire type can be found in Appendix Two.

However examination of this delivery and analysis method generated closer reflection about the nature of the conceptual framework itself, questioning whether the model is actually hierarchical as opposed to using the either/or logic suggested by the paired-statement approach. A hierarchical model would preclude the use of an either/or paired-statement instrument. The central argument in the debate concerns whether or not hospitableness relies on individuals first possessing basic behavioural skills (level one) before consideration of their motives (level two) becomes a relevant distinguishing

factor – e.g. for you to be ‘hospitable’ you must first be able to demonstrate the basic skills of a host, and only then is it your *degree of motivation* to be hospitable that determines the mechanicity or genuineness of your hospitality. Alternately the two dimensions might be mutually exclusive; both part of an individual’s natural level of hospitableness but measured independently of each other in the way that personality traits are independently identified and measured yet ultimately combined to provide a profile of a character.

Conscious of this and of practise seen in most other instruments researched for this document a more traditional approach was proposed that asked participants to score their affinity to the sixty sub-dimensional statements individually on a Likert scale of 0-7. This eight-point scale was chosen because there is no mid-point, and participants are forced to avoid any central-scoring bias. Aware of Webster and Hung’s (1994) test of practicability this form of questionnaire also makes for easier results analysis with more direct correlation possible between the statements when subjected to internal reliability testing. It is also a format that participants are more likely to be familiar with.

The debate about the conceptual framework being hierarchical was unforeseen and remains unresolved. The advantage with a simple sixty statement questionnaire is that it more easily allows the question bank to be validated and amended at this stage of instrument development but doesn’t prevent the return to a paired-statement version once this work has been completed. When the statements have been tested and finalised as reliable it

is likely that primary data will inform the debate on the exact configuration of the conceptual framework and this is something that will be explored with a view to resolution in Document Five.

6.2 Instrument Deployment

The practical delivery of the hospitableness instrument for the early stage research in this document is via the World Wide Web. The instrument has been hosted on generic software platform (SurveyMonkey.Com) and is accessed via a link sent to participants on email. This approach has the advantage that the survey looks highly professional, and that responses are automatically collated for analysis in an electronic format. Participants can only gain access to the survey by invitation which means that items such as a participant information sheet can be sent out with the request to take part. When the work for Document Five is undertaken in a pub-based environment with hourly paid staff the same software platform supports the printing and completion of paper-based copies of the questionnaire which can then be manually uploaded, so the delivery method is also scalable. For the research in Document Four the same sample frame as for Document Three has been used (those individuals that completed the semi-structured surveys), together with some extension to generate a higher volume of responses.

7. Analysis

7.1 Response Rates and Margins of Error

Fisher suggests that to achieve a response rate of 30% in a questionnaire is good, although higher rates of up to 70% are possible in an organisational setting (2007:190). In the DBA research 38 responses were received from 47 invitations to take part (an 80% response rate). However, of the 38 responses only 33 went on to fully complete the surveys giving a final response of 72%. The low completion rate is notable with just over 13% failing to finish a survey they had started. Because the survey was anonymous it is impossible to investigate the underlying cause of non-completion, although one participant did contact the researcher to apologise and stated that they found the questions difficult to answer as they lived in a small flat and didn't entertain family or friends. While the introduction to the survey did ask participants to think about a range of hosting activities including 'having a friend over for a drink' through to hosting a full dinner party, clearly the current wording has excluded some participants and should be changed before wider deployment. If the ultimate audience for the questionnaire is hourly paid staff in the hospitality industry then it is likely the problem of participants not having acted as a host (and therefore unable to answer the questions) will recur due to the young age profile of many employees. If individuals have not or do not host others then it is important to find a way in Document Five to make the questionnaire more inclusive. This could include the use of hypothetical

questions and answers, or finding a more commonplace activity to act as a proxy for hospitableness.

Fisher notes that to achieve a margin of error of no more than three percent (on a population of between 100,000 and 1,000,000) at least 1056 completed responses are required (dropping to 384 responses for a 5% margin of error). The appropriate population size for the research in Document Five which will cover linkages between hospitableness and sales is likely to be very high, but at this stage of the research (which is concerned with the internal reliability of the instrument) a much lower sample frame has been accepted.

Fisher (2007:199) presents the margin of error calculation as:

$$L = 2 \sqrt{\frac{p(100-p)}{n}}$$

where L is the margin of error, p is the percentage of respondents who ticked a particular answer in the questionnaire and n is the number of questionnaires (i.e. the sample size).

He also notes the tendency of students to use 'purposive' or convenience samples "for practical reasons" (2007:191) and comments that this carries the risk of introducing unreliability to calculations around margin of error.

Although the deployment and testing of the hospitableness instrument in Document Five will move away from this 'convenience' approach, it remains

the method used in Document Four and carries the inherent risks that were discussed in more detail in Document Three. In the analysis of the data for this document (Document Four) a test of significance has been used in the 'SPSS' software package and results have been accepted only where the null hypothesis can be rejected with 95% confidence.

7.2 Research Question One

'To what extent can a reliable instrument be developed to measure the sub-traits of hospitableness as defined in the conceptual framework from Document Three?'

Fisher argues that the "the use of Likert statements to measure attitude is valid as long as the statements relate to the subject of the research" (2007:196). He identifies a number of risks in statement design which include a difference of opinion between the researcher and participant over how closely a statement relates to the dimensions it claims to measure and that many poorly worded statements can be read either positively or negatively. The use of a panel in the DBA research to assist in statement design was conceived to reduce these risks. To identify the quality of question design the questionnaire results were analysed to assess the internal consistency of the question bank. Each of the three statements for a given dimension of hospitableness could reasonably be expected to measure that dimension with similar sensitivity and should show a like ratings profile – e.g. if a respondent scored the first statement for 'a desire to please others' as a six, a reliable

instrument should then attract scores of six for the other two statements in the dimension.

The null hypothesis for research question one has been defined as:

‘There is no relationship between the question statements for each dimension of the hospitableness conceptual framework’.

The hypothesis has been expressed negatively as the ‘null’ hypothesis and seeks to establish whether or not the instrument has internal consistency. However it should be noted that Likert data is ‘ordinal’ in nature and this limits the statistical analysis that can be undertaken. Measures such as the ‘mean’ have little value, as do tests based upon them (it is unlikely that there is a point on the scale that corresponds to a mean calculation e.g. a mean of ‘4.3’ on a scale that only has points of 0-7). Chi-Square is a test often undertaken to identify correlations between datasets and it had been intended to use it to measure behaviour between each of the three statements in the twenty dimensions of the instrument. However the nature of the data for the hospitableness questionnaire precluded its use because it relies on datapoints with expected values over ‘five’. On a Likert scale from 0-7 the majority of data falls out of range and although the test was conducted in the DBA research for each combination of questions, so many cases were rejected that analysis of the remaining results couldn’t be regarded as statistically significant. One method that avoids this would be to compress the responses by summing them into groups (e.g. 0-3 could be summed to create a new

datapoint of 'do not agree'). This may have allowed the chi-square calculation to proceed but would have lost some of the sensitivity in the data and so instead a triangulated method has been used to test the hypothesis which combines descriptive statistics such as modes and regression analysis.

7.2.1 Modal Analysis

To test for internal reliability and consistency the question bank was divided into twenty groups of three statements – each correlating to one of the dimensions that the questions aligned to (appendix one). The first test was to calculate the 'mode' (most frequent value) of responses for each statement and compare it to the modes for the other statements in the group. If they matched (highlighted below in yellow) it would provide the first evidence of consistency between statements within a dimension. The letter 'a' after some modes denotes that there were two modal points on the Likert scale for the particular question.

Motivators		Behaviours	
Mode		Mode	
Q1	6	Q2	5
Q3	6	Q4	5
Q41	5	Q51	7
Q5	7	Q30	7
Q15	6	Q14	6
Q42	6a	Q52	6
Q7	6	Q26	6
Q9	4	Q8	5
Q43	5	Q53	4a
Q11	5a	Q6	5a
Q13	6	Q20	7

Q44	4	Q54	6
Q17	4	Q24	7
Q19	7	Q38	7
Q45	7	Q55	5a
Q21	7	Q34	7
Q23	5	Q16	6
Q46	6	Q56	7
Q25	7	Q36	5
Q27	4	Q12	6
Q47	7	Q57	5
Q29	5	Q32	6
Q31	7	Q28	7
Q48	6	Q58	7
Q33	7	Q10	6
Q35	4	Q22	6
Q49	4	Q59	1
Q37	7	Q40	5
Q39	7	Q18	5
Q50	1	Q60	3

Figure Six: Modal Analysis

Within the 'motivators' subset of dimensions there were six dimensions that had at least two questions with the same mode, and four that did not. The 'behaviours' subset contained eight dimensions with paired modes, and two where no such pairing was possible. This suggests at face value that the consistency of the 'behaviours' statement bank was higher than for 'motivators', although in all cases the dimensions where no pairing of statements was possible there were modes that were no more than a single point apart (e.g. modes of 5, 7, and 6 for 'make guests comfortable'), and so it could be argued that a loose correlation did in fact exist. Interestingly some of the highest variation was found in dimensions where two of the modes

matched, but the third was at the opposite end of the scale e.g. 7,7,1 for 'gain approval from guests' or 6,6,1 for 'planning and organising'. In the case of 'planning and organising' the two questions that had a mode of '6' were:

10: Good planning is the most important part of being a good host

22: I pride myself on being a well organised host

Compared to the statement with the mode of '1'

59: I prefer a fluid and natural approach to hosting

At a glance these questions have 'face validity' and all appear to measure the dimension of 'planning and organising' (59 is designed to be scored negatively and the results inverted for analysis). However on closer analysis the results may be explained by the inclusion of the words 'planning' and 'organising' in the first two statements but not the third. This leaves the third open to interpretation and it would seem from the results that respondents interpreted the question in a manner different to that intended.

The case is less clear cut when analysing the dimension 'gain approval from guests', where the modes of 7,7,1 relate to the statements:

37: I love getting great feedback from my guests

39: It means the world to me when guests show their approval of my
hospitality

50: I don't go out of my way to seek feedback from my guests

Again, although the final statement is designed to be scored negatively and inverted for analysis, this time the word feedback features in both positive and negative statements and yet attracts very different scores. However closer analysis suggests that this may be due to the different actions studied by each question – the two positively worded statements ask about an individual's reaction to feedback, whereas the negatively worded statement refers to their attitude toward feedback collection. It is worth noting that both of these example dimensions appeared acceptable and consistent prior to data collection having been reviewed and approved by a number of individuals. In the light of subsequent analysis it is interesting to see how minor wording differences can trigger large ratings variation, and the importance of pilot studies to identify rogue questions prior to full deployment becomes apparent.

7.2.2 Boxplots

To add more sensitivity to the analysis each trio of questions were then plotted in a series of charts of multiple boxplots – the example below is for questions 25, 27 and 47 from the 'Desire to Relax Guests' dimension:

25: A great host enjoys knowing instinctively how to relax their guests

27: It is important that guests are able to forget their cares and concerns

47: Great hospitality isn't linked to guests feeling relaxed

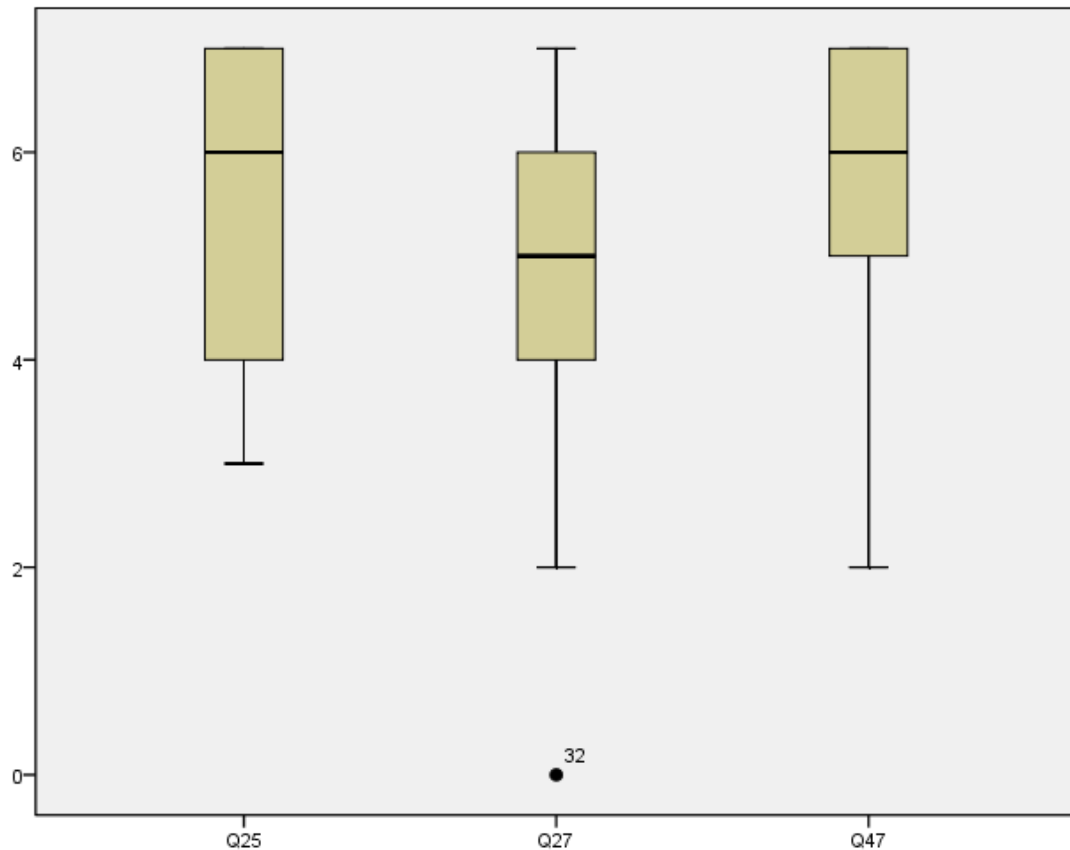


Figure 7: An Example Boxplot

The modal analysis for these questions suggested that the closest correlation was between questions 25 and 47, both with a mode of '7' (the highest point on the scale). However the boxplot shows the full range of the answers, including the upper and lower quartiles and the median (mid-point of the range of responses). While in the example above Q25 and Q47 share a median and would still appear the most closely related, the charts reveals that the median for Q27 is only one point removed and that the data enjoys a similar spread (albeit with question 32 as an outlier). On this evidence it is possible to argue that all three questions are reasonably well related and the null hypothesis of no correlation would have to be rejected.

Using this visual analysis a new set of correlations has been plotted against the original findings based on mode. The newly assumed correlations are coloured orange in the table. The rule applied for an apparent correlation is where both the median and the inter-quartile range is within one Likert point of another question statement within the dimension.

Motivators

	Mode	Boxplot
Q1	6	
Q3	6	
Q41	5	
Q5	7	
Q15	6	
Q42	6a	
Q7	6	
Q9	4	
Q43	5	
Q11	5a	
Q13	6	
Q44	4	
Q17	4	
Q19	7	
Q45	7	
Q21	7	
Q23	5	
Q46	6	
Q25	7	
Q27	4	
Q47	7	
Q29	5	
Q31	7	
Q48	6	
Q33	7	
Q35	4	
Q49	4	

Behaviours

	Mode	Boxplot
Q2	5	
Q4	5	
Q51	7	
Q30	7	
Q14	6	
Q52	6	
Q26	6	
Q8	5	
Q53	4a	
Q6	5a	
Q20	7	
Q54	6	
Q24	7	
Q38	7	
Q55	5a	
Q34	7	
Q16	6	
Q56	7	
Q36	5	
Q12	6	
Q57	5	
Q32	6	
Q28	7	
Q58	7	
Q10	6	
Q22	6	
Q59	1	

Q37	7	
Q39	7	
Q50	1	

Q40	5	
Q18	5	
Q60	3	

Figure Eight: Boxplot Correlation Analysis

The new analysis dramatically increased the number of apparent correlations, leaving just one dimension ‘The Desire to Put Guests Before Yourself’ without any internal consistency between statements. The questions for this dimension were:

- 7: It is important to put my guest’s enjoyment before my own
- 9: It’s important to do whatever is necessary to ensure that guests have great time
- 43: Guests can only be happy if I’m happy

The boxplot for this dimension was (overleaf):

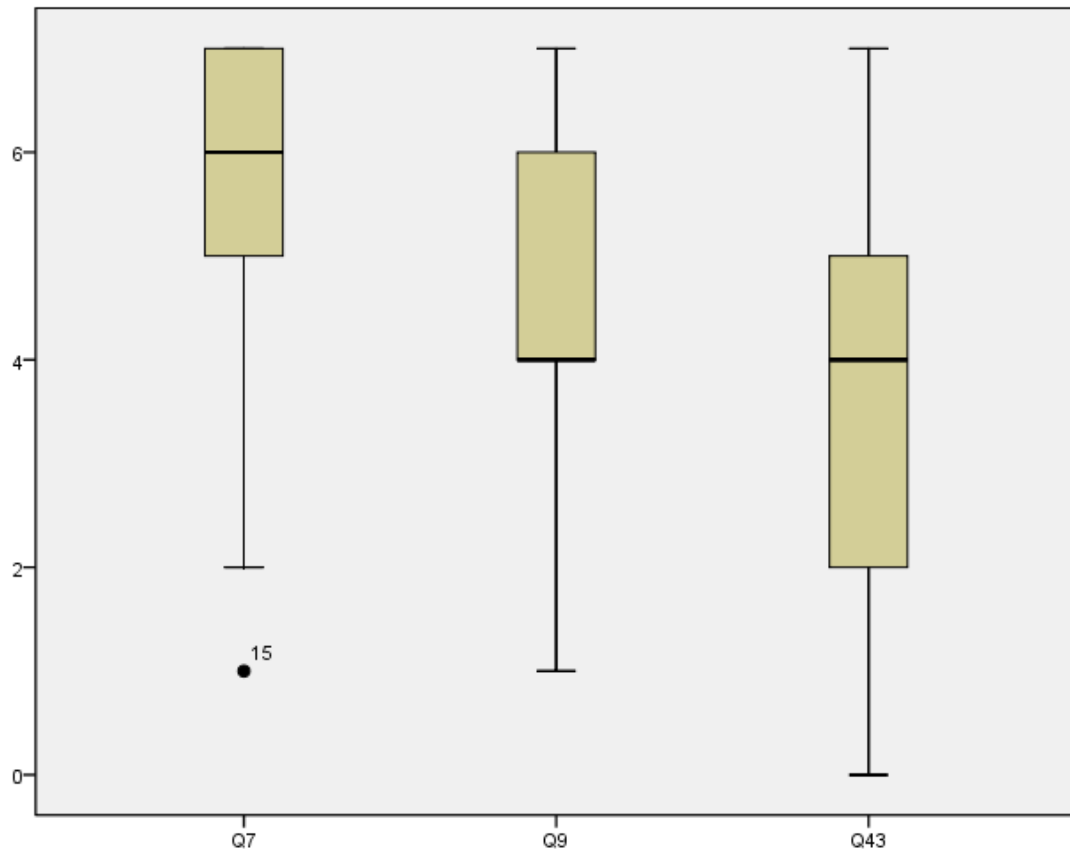


Figure Nine: Box Plot for Q7,Q9 and Q43

The chart shows that the medians for questions nine and forty three are identical, but under the rules applied to this analysis the inter-quartile spread prevents these two statements from being declared as a correlation because the lower quartiles are more than a single point away from each other. The relationship between questions seven and nine also appears close, this time with the inter quartile range meeting the requirements of the test criteria but the distance between the medians ultimately causing the correlation to fail.

Some of the boxplots gave a particularly clear indication of correlation, such as the plot for questions 33, 45 and 49:

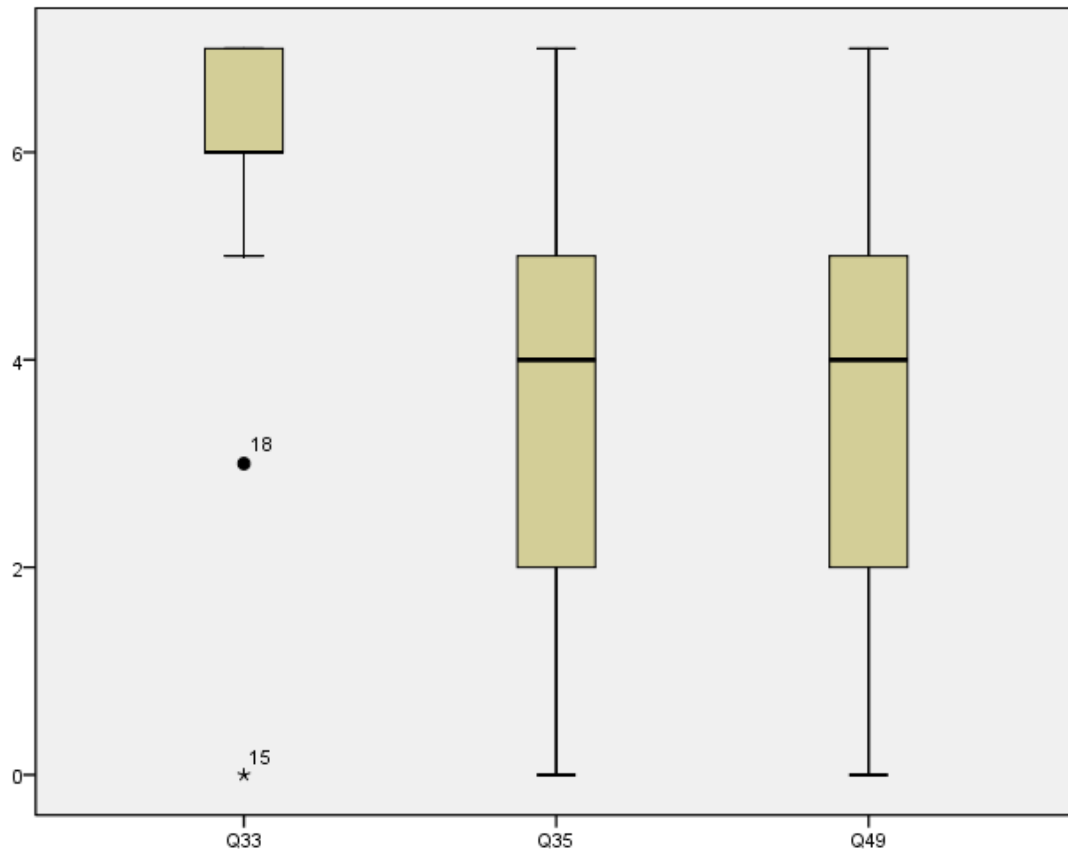


Figure Ten: Box Plot for Q33, Q35 and Q49

This plot indicates a clear correlation between questions 35 and 49 in the 'Give Guests the Freedom to be Themselves' dimension, with question 33 apparently behaving in an unrelated way. This result was also consistent with the results of the modal analysis shown in figure six.

Overall the correlation analysis completed using modes and boxplots, while providing a useful initial indication of data behaviour, has ultimately been inconclusive. There are more detailed statistical tests available that additionally provide a measure of confidence when assessing results and it is these that the DBA research will ultimately look to in assessing the reliability of the instrument.

7.2.3 Spearman's Rho and Pearson's 'r'

Spearman's Rho provides this more satisfactory analysis of the data and measures the linear relationship between two variables. It is a non-parametric test and works by first converting each dataset into a rank order (e.g. a populations of 4, 6, 1, 9 would become 2, 3, 1, 4). The advantage of non-parametric tests is that they do not rely on assumptions about the distribution of the data and work simply on the results as presented.

Pearson is another correlation test, this time parametric, and like Spearman's Rho produces a result from -1 to +1 with the extremes of the scale representing either a perfect negative or positive correlation between the behaviours of the variables. Correlations at this level would present as a straight line on a scatter plot. Parametric tests rely on assumptions about the distribution of the data, which if correct can create a more accurate outcome. However they do carry a higher element of risk. While results from Pearson and Spearman tests are generally similar (the formula being the same and the only difference being the ranking of the data for Spearman prior to the calculation), outcomes can differ and so both calculations have been presented in the DBA research. With both tests it is also possible to calculate a significance level – a statistical measure that tells the statistician with what confidence they can trust the results. For the DBA research a significance level of 95% and above has been accepted. As these tests are a bivariate analysis, it has been necessary to analyse statements in pairs, creating three

tests (based on three possible question combinations) within each dimension on the conceptual model.

Correlations		Q7	Q9	Q43
Q7	Pearson Correlation	1	.682**	-.327
	Sig. (2-tailed)		.000	.063
	N	33	33	33
Q9	Pearson Correlation	.682**	1	-.286
	Sig. (2-tailed)	.000		.107
	N	33	33	33
Q43	Pearson Correlation	-.327	-.286	1
	Sig. (2-tailed)	.063	.107	
	N	33	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

Figure Eleven: Pearson Correlation

The example above demonstrates a Pearson correlation that has been discovered between questions nine and seven. The correlation in this case is extremely strong at 0.682 (a perfect positive correlation would be '1'), and the null hypothesis of no correlation can be rejected with 99% certainty. The results for the other questions indicate potentially negative correlations, but cannot be trusted due to significance levels higher than '0.05'.

Spearman's Rho results are displayed in the same format:

Correlations			Q21	Q23	Q46
Spearman's rho	Q21	Correlation Coefficient	1.000	.460**	.583**
		Sig. (2-tailed)	.	.007	.000
		N	33	33	33
	Q23	Correlation Coefficient	.460**	1.000	.463**
		Sig. (2-tailed)	.007	.	.007
		N	33	33	33
	Q46	Correlation Coefficient	.583**	.463**	1.000
		Sig. (2-tailed)	.000	.007	.
		N	33	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

Figure Twelve: Spearman's Rho

In this example there are strong correlations between all of the question statements:

- 21: I get a natural high when I make my guests feel special
- 23: Guests should feel that the evening revolves around them
- 47 I don't need to make my guests feel special in order to be a great host

The tables below captures the results for all dimensions / question statements, using a coloured block to indicate a correlation (scores for negatively worded statements were inverted prior to analysis). The Pearson's

'r' and Spearman's Rho results are displayed next to the modal and boxplot analysis for comparison:

Motivators					
	Mode	Boxplot	Pearson Correlation	Spearman Correlation	
Q1	6				Understanding guests' needs is an essential part of being a good host
Q3	6				As a host I really enjoy diagnosing what guests need and providing it
Q41	5				It is not important to understand guests individually
Q5	7				I get pleasure when guests are happy with my hospitality
Q15	6				I measure success by guests' happiness
Q42	6a				Guests' happiness is not my main motivation as a host
Q7	6				It is important to put my guests' enjoyment before my own
Q9	4				It is important to do whatever is necessary to ensure that guests have a great time
Q43	5				Guests can only be happy if I'm happy
Q11	5a				I enjoy taking responsibility for the wellbeing of guests
Q13	6				I find it motivating to take accountability for other people's welfare
Q44	4				Guests can look after themselves
Q17	4				I put fun above food quality in what's important to be a great host
Q19	7				I'm delighted when guests tell me that they've had fun
Q45	7				Hospitaleness' is simply about providing good food and drink
Q21	7				I get a natural high when I make my guests feel special
Q23	5				Guests should feel that the evening revolves around them
Q46	6				I don't need to make my guests feel special in order to be a great host
Q25	7				A great host enjoys knowing instinctively how to relax their guests
Q27	4		*	*	It's important that guests are able to forget their cares and concerns
Q47	7		*	*	Great hospitality isn't linked to guests feeling relaxed
Q29	5			*	The comfort of my guests is most important to me
Q31	7			*	I make sure that guests have the most comfortable chairs or beds
Q48	6			*	Guests have to take me as they find me
Q33	7				I love it when guests feel at home
Q35	4				I have no desire to be the life and soul of the party
Q49	4				We have house rules and I expect guests to observe them
Q37	7		*	*	I love getting great feedback from my guests
Q39	7		*	*	It means the world to me when guests show their approval of my hospitality
Q50	1		*	*	I don't go out of my way to seek feedback from my guests

*47/27 No Correlation

*29/48 No Correlation

*37/50 No Correlation

Behaviours					
	Mode	Boxplot	Pearson Correlation	Spearman Correlation	
Q2	5				The main role of a host is to keep the conversation flowing
Q4	5				I always ensure that guests are engaged in conversation
Q51	7				I leave guests to introduce themselves to each other
Q30	7				Being adaptable is vital to great hospitality
Q14	6				I'm always flexible around my guests' needs
Q52	6				When hosting I always stick rigidly to the plan for the evening
Q26	6				I am extremely attentive to guests
Q8	5				Great hospitality is measured by how attentive you are
Q53	4a				Most guests can look after themselves
Q6	5a				When hosting I try to feel at one with the guests
Q20	7				I try to get on the same wavelength as my guests
Q54	6				It's not important to be part of the group
Q24	7				I always concentrate on getting the details right when I have guests
Q38	7				It's the little things that matter
Q55	5a				Being detail conscious is not a critical skill for a host
Q34	7				I try to come across as a warm person
Q16	6				It is important that guests warm to me
Q56	7				I'm not bothered whether or not guests warm to me
Q36	5				I always lead by example when there are activities like games to play
Q12	6				If guests are not sure which cutlery to use I'll always go first
Q57	5				It's not the host's role to lead from the front
Q32	6				I always reflect back on previous times that I've hosted to see what I can do better
Q28	7				Great hosts learn from their past mistakes
Q58	7				I rarely look back at previous evenings to see what could be improved
Q10	6			*	Good planning is the most important part of being a host
Q22	6				I pride myself on being a well organised host
Q59	1			*	I prefer a fluid and natural approach to hosting
Q40	5				I spend most of my time as a host worrying about the timing of things
Q18	5				You can't be a good host if you have poor time management
Q60	3				Being punctual is not an essential part of being a good host

*59/10 No Correlation

Figure Thirteen: Spearman & Pearson Correlation Results

The overall analysis using both Spearman and Pearson tests reveal five dimensions where the outcomes from the tests differ, where one indicates a correlation that is not identified by the other.

If the outcome of an either/or test is accepted then two dimensions remain overall where none of the question statements correlate with each other, and only six dimensions have a full three-way correlation (i.e. all three possible

combinations of question statements correlate with each other and the null hypothesis could be rejected).

Of the two dimensions where no correlation is indicated it is interesting to note that modal or boxplot analysis would have suggested at least one 'pairing' of statements. The remaining twelve dimensions have either a one or two way correlation between the three questions (i.e. there are one or two correlations out of a possible three).

The overall results are disappointing and suggest that twenty question statements (a third of the total) would need to be re-written in order to achieve an instrument with internal consistency and so we are unable to reject the null hypothesis with any confidence. This is higher than expected because the 'face value' testing and consultative approach to question development was designed to have identified more of the mismatched statements prior to piloting. However, when re-examining questions in light of the evidence it is evident on reflection why some questions may not have produced scoring behaviour that correlates, e.g.

Q6: When hosting I try to feel at one with the guests

Q20: I try to get on the same wavelength as my guests

Q54: It's not important to be part of the group

In this example questions six and twenty clearly refer to a similar concept, that of feeling empathy with your guests (and the outputs they produce correlated

statistically). The association of the negatively worded statement to empathy is however implied rather than explicit, and in this example would need to be re-written.

In conclusion, at this stage of the research the null hypothesis is accepted and the instrument has proven unreliable and inconsistent.

7.3 Research Question 2

Research question two was:

‘What is the relationship between ‘motivators’ and ‘behaviours’ identified in the conceptual framework?’

The survey results showed little difference between the totals for the two dimensions of the hospitableness spectrum proposed in the conceptual framework, with motivators and behaviours attracting broadly similar scores.

Of the highest and lowest ten scores for motivators, eighty percent were also the highest and lowest respondents for behaviours and vice versa which suggested a high degree of consistency in the way that respondents scored the questionnaire. Statistical testing using the Spearman's Rho test showed a 0.895 correlation coefficient with 99% confidence between the two dimensions.

In theory this would allow the null hypothesis (of no correlation) to be rejected, but due to the incomplete development of the hospitableness instrument it is not possible to analyse the results of the pilot study with any confidence and this question will have to be revisited in Document 5.

7.4 Research Question 3

Research question three was:

‘What is the impact of gender, age, marital status and work experience on responses to the hospitableness instrument?’

The aim of this research question was to undertake a demographic analysis of respondents to identify profiles that have typically higher scores (e.g. has worked in a customer facing role, female, co-habiting over 50). It should be noted that current UK employment legislation would prohibit the use of this data for selection purposes and any conclusions would have purely academic merit.

While limited demographic data was captured in this pilot study to answer the research question it has not been analysed due to the failure of the instrument to demonstrate internal consistency. Consequently research question three from this document remains unanswered and will be revisited in Document Five.

8. Conclusions

Against the tests of good instrument design proposed by Webster and Hung (1994) of validity, reliability and practicability it is disappointing that only the test of practicability can be said to have been passed with any confidence.

The deployment of the instrument over the internet proved to be a highly practicable and reliable solution, with the added advantage of almost infinite scalability. The system also has the advantage of being able to manage paper-based deployment should it be required in different settings. However against the tests of reliability and validity the current questionnaire fails due to the lack of internal consistency at this stage of its' development.

Melamed and Jackson (1995) and Cook and Beckman (2006) argue that it is impossible to conduct a test of reliability until the internal validity of an instrument has been established. They define reliability as the correlation of an instrument's output with an external measure, and on this basis the hospitableness instrument is not yet at a stage of development where the test of validity could be conducted. The only test that can be used is that of 'face validity' (Furnham and Drakeley, 2000) which the review of the question bank by an independent panel suggested has been passed.

It is frustrating that the instrument has failed at this stage of its' development but it should be noted that this Document has only charted the questionnaire design process through to step four of Churchill's (1979) model. Step five is concerned with amending statement design and conducting secondary pilots.

This is the work that will take place in Document Five prior to industrial deployment and Document Four should be seen in the context of this wider research arc.

9. Further Research

The next stage of the research journey will be to rewrite the question statements that do not correlate against each other and to conduct a second pilot study to test the outcomes. This process should be repeated until a three-way correlation is achieved across all twenty dimensions in the conceptual framework. In this further research it is suggested that analysis should focus on the statistical tests of Spearman's Rho and Pearson's 'r' as these have proved more useful than assumptions made on inference from the basic descriptive statistics initially used in Document Four. This is because the detailed statistical tests additionally calculate a significance level and judgements can then be made about how much risk to accept in the results.

When an internally consistent questionnaire has been developed the next stage in the research should be to find an alternative measure of hospitableness to calibrate it against in order to test the 'validity' of the instrument. Internal reliability is not in itself evidence that an instrument measures what it purports to measure and external verification would be appropriate.

Document Five will then seek to deploy the final instrument into the hospitality sector to test whether high average hospitableness scores for staff teams correlate with high sales performance or customer satisfaction ratings.

Additional research could also correlate demographic data with survey outputs to establish whether there are variations in people's natural disposition to be hospitable.

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Appendix One

The desire to...	Positively Worded Statements	Negatively Worded Statement
Understand guests	<p>1. Understanding guests' needs is an essential part of being a good host</p> <p>3. As a host I really enjoy diagnosing what guests need and providing it</p>	41. It's not important to understand guests individually
Make guests happy	<p>5. I get pleasure when guests are happy with my hospitality</p> <p>15. I measure success by guests' happiness</p>	42. Guests' happiness is not my main motivation as a host
Put guests before yourself	<p>7. It is important to put my guests' enjoyment before my own</p> <p>9. It's important to do whatever is necessary to ensure that guests have a great time</p>	43. Guests can only be happy if I'm happy
Be responsible for guest's welfare	<p>11. I enjoy taking responsibility for the wellbeing of guests</p> <p>13. I find it motivating to take accountability for other people's welfare</p>	44. Guests can look after themselves
Ensure guests have fun	<p>17. I put fun above food quality in what's important to be a great host</p> <p>19. I'm delighted when guests tell me they had fun</p>	45. 'Hospitableness' is simply about providing food and drink

Make guests feel special	<p>21. I get a natural high when I make my guests feel special</p> <p>23. Guests should feel that the evening revolves around them</p>	46. I don't need to make my guests feel 'special' in order to be a great host
Relax guests	<p>25. A great host enjoys knowing instinctively how to relax their guests</p> <p>27. It is important that guests are able to forget their cares and concerns</p>	47. Great hospitality isn't linked to guests feeling relaxed
Make guests comfortable	<p>29. The comfort of guests is most important to me</p> <p>31. I make sure that guests have the most comfortable chairs or beds</p>	48. Guests have to take me as they find me
Give guests freedom to be themselves	<p>33. I love it when guests feel at home</p> <p>35. I have no desire to be the life and soul of the party</p>	49. We have house rules and I expect guests to observe them
Gain approval from guests	<p>37. I love getting great feedback from my guests</p> <p>39. It means the world to me when guests show their approval of my hospitality</p>	50. I don't go out of my way to seek feedback from my guests

Conversational skills / Sociability	<p>2. The main role of a host is to keep the conversation flowing</p> <p>4. I always ensure that guests are engaged in conversation</p>	51. I leave guests to introduce themselves to each other
Adaptability	<p>30. Being adaptable is vital to great hospitality</p> <p>14. I am always flexible around my guests' needs</p>	52. When hosting I always stick rigidly to the plan for the evening
Attentiveness	<p>26. I am extremely attentive to guests</p> <p>8. Great hospitality is measured by how attentive you are</p>	53. Most guests can look after themselves
Empathy	<p>6. When hosting I try to feel at one with the guests</p> <p>20. I try to get on the same wavelength as my guests</p>	54. It's not important to be part of the group
Attention to Detail	<p>24. I always concentrate on getting the details right when I have guests</p> <p>38. It's the little things that matter</p>	55. Being detail conscious is not a critical skill for a host
Warmth	<p>34. I try to come across as a warm person</p> <p>16. It's important that guests warm to me</p>	56. I'm not bothered whether or not guests warm to me

Role Modelling	<p>36. I always lead by example when there are activities like games to play</p> <p>12. If a guest isn't sure which cutlery to use I'll always go first</p>	57. It's not the host's role to lead from the front
Reflective Practice	<p>32. I always reflect back on previous times that I've hosted to try and see what I can do better</p> <p>28. Great hosts learn from their past mistakes</p>	58. I rarely look back at previous evenings to see what could be improved
Planning and Organising	<p>10. Good planning is the most important part of being a good host</p> <p>22. I pride myself on being a well organised host</p>	59. I prefer a fluid and natural approach to hosting
Time Management	<p>40. I spend most of my time as a host worrying about the timing of things</p> <p>18. You can't be a good host if you have poor time management</p>	60. Being punctual is not an essential part of being a good host

Appendix Two

Instructions

Think about a time you have entertained friends, family or colleagues. It may have been a formal dinner party, people staying over, a big celebration or simply a few drinks and a takeaway.

You will be shown a series of twenty paired statements relating to your experiences as a host.

For each pair you must choose which of the two statements is most like you (and by implication which is then least like you in comparison to the other).

Try to decide quickly (as your initial reaction is likely to be the most accurate) and then move on to the next question.

The whole questionnaire should take around five minutes to complete.

Good luck, and thank you for agreeing to take part.

Matthew.

1. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
You can't be a good host without understanding what makes your guests tick	<input type="radio"/>	<input type="radio"/>
I think that the main role of a host is to keep the conversation flowing	<input type="radio"/>	<input type="radio"/>

2. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I'm always ultra social when I am entertaining and have guests in my home	<input type="radio"/>	<input type="radio"/>
As a host I really enjoy diagnosing what guests need and providing it	<input type="radio"/>	<input type="radio"/>

3. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I get a thrill when guests are pleased with my hospitality	<input type="radio"/>	<input type="radio"/>
When I'm hosting I try to feel as if I'm one of the guests	<input type="radio"/>	<input type="radio"/>

4. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I feel that it's important to put my guest's enjoyment before my own	<input type="radio"/>	<input type="radio"/>
I believe that great hospitality is measured by how attentive you are	<input type="radio"/>	<input type="radio"/>

5. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
It's important to do absolutely anything necessary to ensure that guests have a great time	<input type="radio"/>	<input type="radio"/>
I think that good planning is the most important part of being a good host	<input type="radio"/>	<input type="radio"/>

6. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I enjoy taking responsibility for the wellbeing of guests	<input type="radio"/>	<input type="radio"/>
If a guest isn't sure which cutlery to use I'll always go first	<input type="radio"/>	<input type="radio"/>

7. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I find it motivating to take accountability for other people's welfare	<input type="radio"/>	<input type="radio"/>
Although it's frustrating I am flexible around my guest's requirements	<input type="radio"/>	<input type="radio"/>

8. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I measure success by guest happiness	<input type="radio"/>	<input type="radio"/>
It's important that guests warm to me	<input type="radio"/>	<input type="radio"/>

9. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I put fun above food quality in what's important to be a great host	<input type="radio"/>	<input type="radio"/>
I think you can't be a good host if you have poor time management	<input type="radio"/>	<input type="radio"/>

10. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I'm delighted when guests tell me they have had fun	<input type="radio"/>	<input type="radio"/>
I try to get on the same wavelength as my guests	<input type="radio"/>	<input type="radio"/>

11. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I pride myself on being a well organised host	<input type="radio"/>	<input type="radio"/>
I get a natural high when I make my guests feel special	<input type="radio"/>	<input type="radio"/>

12. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I like my guests to feel that the whole evening revolves around them	<input type="radio"/>	<input type="radio"/>
I always concentrate on getting the details right when I have guests	<input type="radio"/>	<input type="radio"/>

13. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I am extremely attentive to guests as this is this is key to being a good host	<input type="radio"/>	<input type="radio"/>
I believe that a great host enjoys instinctively knowing how to relax their guests	<input type="radio"/>	<input type="radio"/>

14. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I get a kick if guests are able to forget their cares and concerns	<input type="radio"/>	<input type="radio"/>
I believe that great hosts learn from their past mistakes	<input type="radio"/>	<input type="radio"/>

15. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I think that being adaptable is vital to great hospitality	<input type="radio"/>	<input type="radio"/>
The comfort of my guests is incredibly important to me	<input type="radio"/>	<input type="radio"/>

16. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I like to make sure that guests have the most comfortable chairs or beds	<input type="radio"/>	<input type="radio"/>
I always reflect back on previous times I've hosted to see what I can do better	<input type="radio"/>	<input type="radio"/>

17. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I love it when guests feel at home	<input type="radio"/>	<input type="radio"/>
I try to come across as a warm person	<input type="radio"/>	<input type="radio"/>

18. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I have no desire to be the life and soul of the party – I leave that to my guests	<input type="radio"/>	<input type="radio"/>
I always lead by example when there are things like games to play	<input type="radio"/>	<input type="radio"/>

19. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
I love getting great feedback from my guests	<input type="radio"/>	<input type="radio"/>
I think that it's the little things that matter	<input type="radio"/>	<input type="radio"/>

20. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
It means the world to me when guests show their approval of my hospitality	<input type="radio"/>	<input type="radio"/>
I spend most of my time as a host worrying about the timing of things	<input type="radio"/>	<input type="radio"/>

21. Please enter your contact details so that we can get in touch with you when the development work on the questionnaire is complete:

Name:

Email Address:

Thank You

Thank you for your participation.

Your results will be used as part of my doctoral research into hospitableness.

The aim of the project is to create an instrument that can be used to measure people's natural disposition to hospitality on a scale from learned-mechanistic to genuine-altruistic.

On this occasion we will be unable to generate a result for you as the instrument is still in development (your participation today is part of that process).

However, we hope to be able to contact you again in a few months time to take the final version of the questionnaire which will then be able to diagnose with reasonable accuracy your natural disposition to hospitableness.

Best Wishes...

Matthew.

Appendix Three

Thank you for agreeing to take part.

The work forms part of a Doctoral project with Nottingham Business School that is researching people's natural disposition to hospitableness.

Your participation is entirely voluntary and you are free to withdraw at any time. Only fully completed surveys will be included in the study, and participants will not at any stage be identified by name.

The findings will be published in Autumn 2010.

Think about a time you have entertained friends, family or colleagues. It may have been a formal dinner party, people staying over, a big celebration or simply a few drinks and a takeaway.

You will be shown a series of sixty statements relating to your experiences as a host.

For each statement you must rate how much you agree or disagree with what is being said on a scale of 0-7.

Try to decide quickly (as your initial reaction is likely to be the most accurate) and then move on to the next question.

I'm afraid that the software doesn't allow you skip questions, but the whole questionnaire should take no more than around ten to fifteen minutes to complete.

Thank you again for your participation.

Matthew.

1. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

2. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

3. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
As a host I really enjoy diagnosing what guests need and providing it	j9	j9	j9	j9	j9	j9	j9	j9

4. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I always ensure that guests are engaged in conversation	j9	j9	j9	j9	j9	j9	j9	j9

5. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I get pleasure when guests are happy with my hospitality	ja	ja	ja	ja	ja	ja	ja	ja

6. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
When hosting I try to feel at one with the guests.	ja	ja	ja	ja	ja	ja	ja	ja

guests

7. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It is important to put my guests' enjoyment before my own	jq	jq	jq	jq	jq	jq	jq	jq

before my own

8. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Great hospitality is measured by how attentive you are	jq	jq	jq	jq	jq	jq	jq	jq

9. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It is important to do whatever is necessary to ensure that guests have a great time	jq	jq	jq	jq	jq	jq	jq	jq

10. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Good planning is the most important part of being a host	jā	jā	jā	jā	jā	jā	jā	jā

11. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I enjoy taking responsibility for the wellbeing of guests	jā	jā	jā	jā	jā	jā	jā	jā

12. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
If guests are not sure which cutlery to use I'll always go first	jā	jā	jā	jā	jā	jā	jā	jā

13. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I find it motivating to take accountability for other people's welfare	jq	jq	jq	jq	jq	jq	jq	jq

14. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I'm always flexible around my guests' needs	j9	j9	j9	j9	j9	j9	j9	j9

15. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I measure success by guests' happiness	jq	jq	jq	jq	jq	jq	jq	jq

16. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It is important that guests warm to me	jā	jā	jā	jā	jā	jā	jā	jā

17. Please rate how strongly you agree with the following statement on a









17. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I put fun above food quality in what's important to be a great host	jq	jq	jq	jq	jq	jq	jq	jq

18. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
You can't be a good host if you have poor time management	jā	jā	jā	jā	jā	jā	jā	jā

19. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I'm delighted when guests tell me that they've had fun								

20. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

21. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

22. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

23. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

24. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

25. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
A great host enjoys knowing instinctively how to relax their guests	jq	jq	jq	jq	jq	jq	jq	jq

26. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

27. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It's important that guests are able to forget their cares and concerns	jq	jq	jq	jq	jq	jq	jq	jq

28. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Great hosts learn from their past mistakes	jq	jq	jq	jq	jq	jq	jq	jq

29. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

30. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Being adaptable is vital to great hospitality	jq	jq	jq	jq	jq	jq	jq	jq









31. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I make sure that guests have the most comfortable chairs or beds	jñ	jñ	jñ	jñ	jñ	jñ	jñ	jñ

32. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

33. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I love it when guests feel at home								

34. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I try to come across as a warm person	jñ	jñ	jñ	jñ	jñ	jñ	jñ	jñ









35. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

36. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I always lead by example when there are activities like games to play								

37. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I love getting great feedback from my guests								

38. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It's the little things that matter	jq	jq	jq	jq	jq	jq	jq	jq

39. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

40. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

41. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

42. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

43. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

44. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

45. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

46. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I don't need to make my guests feel special in order to be a great host								

47. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Great hospitality isn't linked to guests feeling relaxed	jq	jq	jq	jq	jq	jq	jq	jq

48. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Guests have to take me as they find me	jñ	jñ	jñ	jñ	jñ	jñ	jñ	jñ









49. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
We have house rules and I expect guests to observe them								

50. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I don't go out of my way to seek feedback from my guests	jq	jq	jq	jq	jq	jq	jq	jq

51. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I leave guests to introduce themselves to each other								

52. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

53. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Most guests can look after themselves	jq	jq	jq	jq	jq	jq	jq	jq

54. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

55. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

56. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

[illegible]

57. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
It's not the host's role to lead from the front	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I rarely look back at previous evenings to see what could be improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
I prefer a fluid and natural approach to hosting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60. Please rate how strongly you agree with the following statement on a scale of 0-7 (with 0 being 'not at all' and 7 being 'completely agree')

	0	1	2	3	4	5	6	7
Being punctual is not an essential part of being a good host	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Finally please answer a few quick questions about yourself to help us analysis trends in the data we collect:

61. Are you?

☐ Male

☐ Female

62. Are you?

☐ Under 18

☐ 18-25

☐ 26-35

☐ 36-50

☐ Over 51

63. Are you?

☐ Married or in a Civil Partnership

☐ Co-habiting

☐ In a long-term relationship

☐ Dating

☐ Single

64. Have you ever worked in a consumer facing role in the hospitality industry (e.g. in pubs, hotels, guesthouses or restaurants)?

☐ Yes

☐ No

65. Have you ever worked in a consumer facing role in any industry?

☐ Yes

☐ No

Thank You

That's it! Thank you for your participation.

Your results will be used as part of my doctoral research into hospitableness.

The aim of the project is to create an instrument that can be used to measure people's natural disposition to hospitality for use in the hospitality industry.

On this occasion we will be unable to generate individual results as the instrument is still in development (your participation today is part of the development process).

However, we hope to be able to contact you again in a few months time to take the final version of the questionnaire.

Best Wishes...

Matthew.

DOCTOR OF BUSINESS ADMINISTRATION

'Hospitableness'

Can the sub-traits of 'hospitableness' be identified, measured in individuals
and used to improve business performance?

Document Five – Thesis

Matthew Blain

February 2012

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1. Executive Summary

Many universities now offer courses in 'Hospitality Management', but Lashley (2008a) makes a useful distinction when he defines these as the study *for* (rather than *of*) hospitality. According to O'Gorman "hospitality is no longer considered synonymous with hospitality management and the hospitality industry" (2007b:2) while writers such as George Ritzer (2007) go further and contend that the hospitality industry is not even concerned with hospitality. He argues that it is poorly named as the existence of a profit motive should relegate it to a business of simple service delivery.

This discussion of motives is something Telfer (1996) considered when she argued that not only might some people have a higher innate propensity for hospitality than others, but that these people may naturally be drawn to work in the hospitality industry. At the point of service the profit motive may be secondary to the more altruistic motives of hospitableness such as the simple enjoyment of the act or a desire to serve others. She compares this to a hospital surgeon where it would be unusual for the doctor to be thinking about his wage cheque when saving a life. If Telfer's argument were proved then it is possible that contrary to Ritzer's assertion, genuine hospitableness could be found in the hospitality industry, but what impact would it have on sales or business performance?

Telfer's philosophical musings also raise the question of how to define 'genuine' in the context of hospitality. The work of writers such as Sweeney,

Lynch and Di Domenico (2007), O’Gorman (2007a) or Heal (1984) suggest that the concept of true hospitality can be best informed by the domestic setting and that it is heavily influenced by social, religious and cultural factors. Lashley (2008a) supports this approach arguing that the study of hospitality is enhanced when considered through a social lens. Lugosi, Lynch and Morrison (2009) adopt a wider view, arguing that the subject is improved through research that addresses the topic through a variety of ‘conceptual and methodological approaches’.

This DBA paper seeks to explore these ideas. Literature searches reveal a growing body of work on ‘hospitality’, but few authors study the nature of ‘hospitableness’ as a distinct concept. The research seeks to understand the traits of hospitableness through a motives based model and then uses this conceptual framework to inform the development of an instrument that aspires to measure them in individuals. It looks for answers to Telfer’s challenge about differing levels of natural propensity, and attempts to correlate the results against measures of business performance. It charts the development of the hospitableness instrument through a number of iterations as it follows a process offered by Churchill (1979). This is tested for validity against a framework proposed by Cook and Beckman (2006) and through this the instrument demonstrated high levels of internal reliability. However overall validity analysis proved inconclusive due to a lack of appropriate third-party calibration measures and a concern over the high face validity (Furnham and Drakeley, 2000) of the question bank.

In the last stage of the research the hospitableness profiling tool was deployed in a commercial setting with a group of pub tenants and business owners. The non-validated hospitableness scores achieved by participants were then tested for correlation against sales and mystery customer information provided by a regional brewery. Although no relationship was found a number of mitigating factors were acknowledged that may have been significant. The DBA hypothesis is predicated on the dependent variable for hospitableness being customer satisfaction but a weakness of the research was that this information was not available in the host company (or in the tenanted pub industry generally) and so the proxy measures of sales and mystery customer scores were used instead. The paper notes the limitation of these alternative metrics due to the ease with which they are influenced by other factors and a lack of evidence that they are appropriate and reliable as proxies.

The document begins to offer one approach to the challenge posed by Telfer's work on the 'propensity to be hospitable' and concludes with clear areas for further post-doctoral research identified.

2. Research Aims and Objectives

The overarching research aim for the DBA remains the title that linked together the first five documents of the programme. This has not changed since it was conceived in Document One:

Can the sub-traits of 'hospitableness' be identified, measured in individuals, and used to improve business performance?

Since the research aim was established it has become evident that it is predicated on two assumptions. The first is that there exists a personality trait of hospitableness (and that by extension individuals can display this to differing degrees). Documents Two and Three accepted this hypothesis and sought to define the sub-traits of hospitableness before Document Four then attempted to build an instrument that would measure these in individuals.

The second assumption is that employing naturally hospitable people leads to improved business performance in areas such as sales. However the original research aim did not explicitly state that hospitableness actually interacts with customer satisfaction and not directly with business performance; the underlying hypothesis was that individuals with a high propensity to be hospitable are likely to deliver stronger levels of customer satisfaction.

However within the pub industry (which provides the research setting for the DBA) it proved impossible to identify a company that measured satisfaction data and so business performance measures had to be selected as proxies despite the recognition in this document that they were not the dependent

variable (and with the acknowledgement that the link between customer satisfaction and e.g. sales has not been proved through the DBA research).

This Document (Document Five) seeks to refine and progress the work of its predecessor documents and complete the research journey by testing whether the traits identified by an amended hospitableness profiling instrument correlate to the measures of business performance that have been selected as proxies for customer satisfaction.

The specific research questions for this document are:

1. What is the appropriate conceptual framework that maps the dimensions of hospitableness?
2. What are the sub-traits of hospitableness?
3. To what extent can a reliable instrument be developed to measure the sub-traits of hospitableness?
4. To what extent can such an instrument be validated as measuring traits of hospitableness against third party measures?
5. What is the relationship between indicators of business performance and individual or aggregated scores from the measurement instrument?

The conclusion reached in previous documents suggested that the initial conceptual model of hospitableness as a continuum of behaviours to motivators was flawed. As thinking developed through Documents Two,

Three and Four it became evident that motivators and behaviours are mutually exclusive – i.e. rather than forming a hierarchy where behaviours underpin motives it is possible to score on both scales simultaneously. Consequently it was also possible to score highly on motivators even if an individual's behavioural skills were under-developed, or conversely to be able to demonstrate the behaviours of hospitableness even in the absence of suitable motivation. Re-examination of the conceptual framework led to the realisation that *behaviours* were less important in the development of a selection tool aiming to identify those with the highest disposition to hospitableness. This document begins with the assumption that it is *motives* that are the important factor to diagnose because these are hard to influence whereas it is “almost always...[possible to]...train for technical prowess” (Meyer, 2008). To answer research questions one and two this document will re-visit the motives scale previously developed and challenge whether it is still valid or needs to be amended into a new conceptual framework.

Given the potential evolution of the conceptual model during the development of this document it will be necessary to update or refresh the hospitableness profiling instrument developed in Document Four in order to answer research question three. This was in any case inevitable as the previous iteration ultimately proved to lack internal reliability when statistically tested. Despite this it is possible that the sections of the tool that did demonstrate reliability can be recycled into the final version provided the sub-traits or dimensions that they purport to measure still feature in the final version of the conceptual framework.

The final part of this document will take the instrument when it has achieved internal reliability and deploy it into a commercial public house setting. At this stage research questions four and five will be tested, with a means sought of validating the instrument against other measures of hospitableness (to prove that it measures what it intends to measure). The outcomes generated will be statistically tested against business measures of performance from the tenanted pub sector, an area where levels of owner / operator disposition to hospitableness would be expected to positively impact on customer satisfaction, which in turn may influence unit performance in areas such as sales.

It is conceivable that even if the instrument can't be externally validated as accurately measuring natural disposition to hospitableness (due to the lack of third party hospitableness measures already highlighted in Document Four), whatever it measures may still correlate positively or negatively with business performance, so this final stage of the DBA research is not cumulative in nature (i.e. the final element does not depend on a pre-requisite in order to go ahead). The only outcome that would prevent examination of research questions four and five would be a failure to develop an internally reliable profiling instrument in answer to research question three.

However it should be noted that a research failing in this document was the inability to find a pub company able to provide information on customer satisfaction. Of the companies approached none were able to offer this with

any granularity and yet to interview several hundred customers as an alternative means of establishing a measure would have been impractical. Based on a number of pub companies contacted this lack of information appears to be a feature of the pub operating sub-sector of the hospitality industry and it was frustrating that the research was conducted in a commercial setting that was unable to provide the appropriate data for full validation of the instrument being developed. It seems a reasonable hypothesis that the impact of hospitable behaviour is likely to be on the customer which may in turn ultimately translate to stronger business performance. However this correlation has not yet been proved in the context of this research and so it should be noted that from the beginning the study was working with flawed assumptions in respect of research question five.

This document does not attempt to map outcomes from the instrument against demographic information. The research question which related to this (and was flagged in Document Four as being of interest) has been taken out of scope in Document Five as United Kingdom discrimination legislation would render any findings unusable in a selection process.

This document will attempt to answer each of the research questions in turn and begins by updating the literature review presented in earlier documents.

3. Literature Review

3.1 Method

According to Fisher “looking for literature these days is mostly an electronic activity of search through a virtual library” (2007:82). Indeed the literature review for this document was conducted using a meta-analysis of library catalogues, databases and electronic journal holdings through the online search facilities of The Nottingham Trent University library and the internet search engine ‘Google Scholar’. Meta analysis allows many databases and catalogues to be searched simultaneously and dramatically improves the reach of search engines (Fisher, 2007). The initial search was conducted using search terms such as (but not exclusively) ‘hospitableness’, ‘hospitality’, ‘altruistic hospitality’, ‘service’, ‘service orientation’, ‘emotional labour’ and ‘service disposition’ which together generated in excess of 200 articles and book chapters. These were accessed, printed and loaded into bibliographic software for storage and future use.

The review took a multi-disciplinary approach as used in previous documents and as advocated by Lashley, Lynch and Morrison (2007:1) to draw on literature from fields such as philosophy, anthropology, hospitality management and history, each of which provides a different lens for the study of hospitableness.

Many of the items returned could be easily grouped by author and, as such, a number of key writers in the field of hospitality emerged. These were

supplemented by knowledge of seminal texts and authors found during previous DBA documents and extended searches were then performed for specific writers. As with earlier literature reviews it was found that many authors were UK, USA or Australia based although a growing number are now emerging from the Nordic block and Europe.

Following the initial search the literature review progressed on an investigative basis, with articles read providing references to other documents which could then be followed up. In this way themes discovered in the literature could be expanded and trails followed to trace back all of the writings in a particular topic of thread. Citation counts were also accessed to find seminal texts - those which were most widely referenced by other authors.

The literature review also contained an element of 'bibliographic serendipity' (Fisher, 2007:83), with books and articles being 'discovered' during physical library searches. A number of texts were also purchased or borrowed at the recommendation of the DBA supervisory team.

This literature review benefitted from work done in earlier DBA documents which facilitated a focussed approach that targeted specific areas of relevance to the research questions such as the motives for hospitable behaviour, the implications of providing hospitality as a service within a commercial setting and the linkage between hospitality or service disposition and guest experience. However initially it sought to understand the established work on

the nature of hospitality and hospitableness in order to map out the conceptual landscape as a frame for the DBA research.

3.2 Hospitality and Hospitableness

Molz and Gibson describe hospitality as one of “human civilisations ancient themes” (2007:3) and comment that it is “a profoundly evocative concept that reverberates with cultural, political and ethical undertones” (2007:1). In their work they allude to a wealth of contexts for being hospitable from religious and cultural origins to modern customs, interpretations and motives and in doing so begin to map out the dimensions of the subject. Their writing suggests a multiplicity of settings with domesticity, commerce and international diplomacy all providing backdrops for acts of hospitality.

Numerous authors have put forward definitions of ‘hospitality’ with two of the most cited versions being ‘the provision of food, drink and accommodation’ (Lashley, 2000:8) and “to make friends and familiars out of strangers” (Selwyn, 2000). While Lashley’s definition is entirely functional, Selwyn’s opens the debate about ‘hospitality’ as an enabler, a process, or as a means to an end. An example of this would be the desire to build one’s social circle or social status through the conferring of acts of hospitality on others.

Many writers refer to the notion of hospitality in the domestic setting, perhaps seeing this as more authentic than in the commercial context. Telfer implies this when she extends Lashley’s (2000) functional definition with the clarification that it is only ‘hospitality’ when it is provided to people who are

“not regular members of the household” (2000:39). Domesticity is also often used as the context for authors exploring hospitality through cultural origins (Heal, 1984), (O’Gorman, 2007a), or religious beliefs (Derrida, 2002), (Nouwen, 1998), and the importance of the domestic domain for uncovering authenticity is a finding that is significant for the development of a hospitableness profiling tool in the DBA.

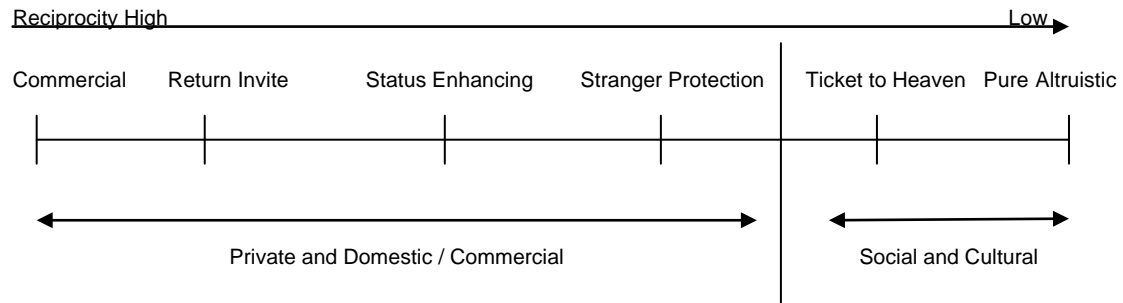
Despite this desire to understand hospitality from a domestic perspective Lashley and Morrison note that the “the last two decades have seen a pre-occupation with commercial provision” (2000:3). The ‘hospitality industry’ to which Lashley and Morrison allude has formed the basis of university education in ‘hospitality management’ since the early nineteen eighties. Lashley comments that these programmes have traditionally concentrated on the study ‘*for*’ (rather than ‘*of*’) hospitality, although there is latterly movement which has “opened up the study of these commercial sectors from social science perspectives” (2008a:69). However this does present an irony. Lucas (2004) defines the hospitality industry as ‘businesses providing food, beverages and accommodation for sale’ which echoes Lashley’s (2000) functional definition, yet Ritzer (2007) challenges whether the hospitality industry is hospitable at all, and therefore whether the industry and related study courses are appropriately named. He argues that “commercial hospitality is inhospitable because hospitable behaviour is being provided for ulterior motives to gain commercial advantage” (2007:129). In doing this he picks up on themes by Telfer (1996) and Heal (1984) that hospitableness is about motives, and that the ethical quality of motive is what determines the

genuineness of hospitality. He implies that the pursuit of profit lacks moral integrity and it is therefore inappropriate to name the commercial provision of food, drink and shelter as 'hospitality'. Lashley sums up this sentiment when he asks "can commercial hospitality ever be genuinely hospitable?" (2008a:77). This question is something that the DBA research seeks explore as it examines the relationship between the authenticity of hospitableness in commercial transactions and guest satisfaction.

A meta-search of electronic journals and library holdings reveals a surprising lack of literature on the notion of 'hospitableness' with the term often appearing only as a minor reference in wider articles about 'hospitality'. The most commonly returned item is Elizabeth Telfer's book section in Lashley and Morrison's edited work 'In Search of Hospitality' (Telfer, 2000) where she first puts forward the notion that hospitableness is primarily about motives. From a philosopher's standpoint she suggests that there may be a virtuous hierarchy of motivators for hospitable behaviour that determine both the genuineness of hospitality and the moral value of it. She argues that hospitableness is about a genuine need to care for and to please others, not about the need to impress people or the expectation of receiving gifts or money.

The nature of motives and how each may link to a scale of reciprocity (as a proxy for moral value) was explored in DBA Document Two and expressed as a continuum overlaid against Lashley's three dimensional model of hospitality (2000):

Figure 1: A Reciprocity Scale for Hospitality



Lashley's (2000) model argues that a guest-host relationship lies at the heart of understanding hospitality, and that this relationship can be formed in a number of domains. At a tangible level this could be in the private/domestic setting or in a commercial environment, and overlaying this are societal or cultural norms and expectations. Figure 1 suggests that if the argument is accepted that the nature of hospitableness is concerned with *motives* then the model proposes that these could be linked with differing levels of expectation of *reciprocity*, i.e. that people are variously motivated by what they receive from their acts of hospitality. In some cases this is money or return hospitality, in others status or safety. The only motive that is unburdened of the expectation of reciprocal exchange is that of altruism where hospitality is given freely for reasons of friendship, charity or benevolence.

The motives in the model are labelled as:

'Commercial'

Motivated by profit

'Return Invite'

Motivated by the desire for reciprocal hospitality

'Status Enhancing'

Motivated by the desire to show off or to cultivate social status

'Stranger Protection'

Motivated by the fear of hostile strangers and a desire to be safe by protecting and befriending them first

'Ticket to Heaven'

Motivated by fear of divine retribution if a religious obligation to be hospitable is not met

'Altruistic'

Motivated by a personal need to be hospitable

While the model in Document Two maps forms of reciprocity to the majority of the motives identified through the current literature review there is one motive for which the model doesn't work. Hospitality as a means of *seduction* does not fit easily in the construction and it may be that the 'commercial' label in the framework would be better titled as 'Ulterior Motive'. Under this heading both the desire for profit or the drive for seduction would fit.

The reciprocity scale at the top of the document two diagram has been contentious throughout the DBA journey because it attempted to create a hierarchy of motives from honourable (altruistic) to less honourable (ulterior motive / commercial). In order to explore this argument further it would have been necessary to build a moral and ethical framework but Documents Three and Four superseded this argument by subsequently suggesting that these motives are perhaps mutually exclusive and that a scale is therefore inappropriate. Individuals may be motivated by more than one, but none are dependent on others or indeed are cumulative in nature. It would be presumptive to create a ranking based on virtue because virtue is ultimately an individually perception-based dimension built on religious or cultural experiences.

Having re-examined and updated the evidence, the academic literature covered in the review for this final doctoral document appears to suggest four types of mutually exclusive motive for hospitable behaviour: altruism, reciprocity, ulterior motive (e.g. profit) and fear of retribution (religious doctrine). This is significant for the conceptual framework which will need to be reshaped to reflect this. Each of these motives will now be covered in turn.

3.2.1 Altruistic Hospitality

Elizabeth Telfer sets up the proposition that some people have a higher propensity to hospitableness than others and suggests that 'hospitableness' should be classed as a virtue alongside more traditional traits such as "benevolence, public-spiritedness, compassion [and] affectionateness"

(2000:54). However, like all virtues people can choose when to exercise it, and this she suggests is linked to motives. Heal (1984) suggests that these virtues are actually the motives themselves, and although Telfer doesn't explore this earlier argument she does offer them for discussion:

- A desire to please others arising from friendliness or benevolence
- Affection for others
- Concern
- Compassion
- A desire to meet other's needs
- A desire to meet the societal and cultural obligations of hospitality

(Telfer, 1996:42-43)

Each of these motives could be described as altruistic, with the only benefit to an individual being an inherent pleasure or enjoyment derived from the exercise of hospitableness. Heal (1984) in her study of hospitality in early modern England expressed a view that hospitality can only be regarded as 'genuine' if it is altruistically given.

Telfer argues that 'genuine' hospitality is only possible where the right motives drive the act, and helpfully creates a distinction between the concept of being a good host (which can be mechanistically constructed) and that of being genuinely hospitable where the host not only provides food, drink or accommodation but also enters into the 'spirit of the occasion' (2000:43).

Good hosts she argues cannot be undone by a lack of skill in the physical elements of hosting. She states that “if we want a general formula...[for hosting]...it must be this: what good hosts are good at is making their guests happy” (2000:40). In her more recent work she updates her earlier list of motives for genuinely hospitable behaviour, refining it as:

1. a simple enjoyment of being hospitable
2. that individuals may have a talent for hospitableness that they wish to share with others
3. that they have the facilities at their disposal to be able to deliver hospitality (e.g. a large house).

Telfer (2000:53)

Fulfilling any of these could be argued to be delivering hospitality altruistically, unless fulfilment of these needs was itself judged to be a selfish act.

Hospitable people she argues, “those who possess the trait of hospitableness, are those who often entertain from one or more of these motives, or from mixed motives in which one of these motives is predominant” (1996:82).

Lashley (2008a) echoes Telfer’s original framework of motives and describes the qualities of hospitableness as:

- The desire to please others
- General friendliness and benevolence

- Affection for people; concern for others and compassion
- The desire to meet another's need
- A desire to entertain
- A need to help those in trouble
- A desire to have company or to make friends
- A desire for the pleasures of entertaining

(Lashley, 2008a:81)

He goes on to explore these in relation to commercial hospitality, linking the list to the management practices of recruitment, training, appraisal and reward, implying that doing so has a beneficial effect on business unit performance (something that research question five in this document seeks to explore). Critically he comments that staff “must enjoy entertaining and take pleasure in the happiness of others without ulterior or ego-centric motives” (Lashley, 2008a:82), supporting Telfer's (2000) philosophical proposition by at least suggesting the possibility of altruistic hospitableness from service staff in a commercial context.

The selfless nature of the altruistic motive sets it apart from others found in the literature and it creates a stark contrast to the ulterior motive in particular, where hospitality is used as a tool to help fulfil a secondary goal.

3.2.2 Hospitality for Ulterior Motives

In this context it could be argued that hospitality is used as a means to an end, for example to make a profit or to seduce a potential partner. O’Gorman notes that “the concept of reciprocity – monetary, spiritual, or exchange – is already well established” (2007a:28) and he sees commercial hospitality clearly in this lineage. Whereas this exchange in historic terms was concerned with security and mutual protection, or latterly the endowment of improved social status, the modern day equivalent is for money. However O’Gorman implies in his writing that this in no way devalues the experience, something that is in direct contention with the work of George Ritzer (2007).

The most commonly explored ulterior motive for hospitableness in the literature reviewed is that of profit. Ritzer (2007) devotes significant effort to the discussion of the genuineness of hospitality provided in this context, arguing that real hospitality (as opposed to simply the provision of a service) should be driven by “the desire to please others through feelings of friendliness and benevolence or through the enjoyment of giving pleasure. They [hospitable motives] may involve feelings of compassion for others or a desire to entertain friends...[and]...truly hospitable behaviour has a concern for helping, entertaining, protecting and serving guests” (Ritzer, 2007:129). He is dismissive of the term ‘hospitality industry’ and argues that both this and the related study courses in further education are poorly named because the profit motive means that the commercial setting will never be able to provide genuine hospitality if ‘genuineness’ is to be defined by altruistic motives.

Lashley (2008a) agrees with this distinction, arguing that real “hospitality implies a selfless commitment to the meeting of the psychological and emotional needs of guests whereas bars, hotels and restaurants imply commercial relationships where service comes at a price” (2008a:70). He also notes that “the description of hotel, restaurant and bar businesses as ‘hospitality’ was an early attempt at *spin*” (2008a:69), using a descriptor with noble and honourable traditions to create reflected glory for the profit making enterprises that link themselves to it. Despite this Lashley goes on to argue that while the hospitality industry may be inappropriately named, the study of hospitality can none the less “be a source of inspiration and guidance for better understanding the relationship between hosts and guests in hospitality commercial concerns” (2008a:82). This is because “the emotional dimensions of hospitality...make the relationship between host and guest more than an ordinary service encounter” (2008a:80). Lashley alludes to the idea that while commercial hospitality may at one level be a simple service encounter, the fact that it is based on an exchange with such deep cultural and societal roots differentiates it from a normal commercial transaction.

The literature review in Document Two originally suggested that hospitableness could be displayed as a two-dimensional construct, with one scale representing the skills or *behaviours* of hosting and the other the *motivations* for hosting. However another way of defining the argument may be to distinguish between ‘hosting’ and ‘hospitableness’. Certainly Telfer was aware of this tension when she discussed the behaviours of hosting such as being ‘skilful and attentive’ in contrast to motivations such as “making yourself

responsible for [your guest's] happiness" (1996:86). Telfer (2000) also set up the proposition that some people may have a higher natural inclination to hospitableness than others, and if this is so then it is possible that these people could be drawn to work in the hospitality industry in order to feed their natural drive. If true, while at one level profit or salary remains as a motivator, it is possible that at the point of contact between service staff and guests hospitality or hospitable behaviour may be genuinely offered in the same way that a Doctor at the bedside is presumed to be motivated by patient health rather than immediate thoughts of earnings. This hypothesis is central to the DBA research which seeks to identify individuals with a high propensity to hospitableness and where they are drawn to work in the hospitality industry to test the relationship between this and guest perception of service levels.

Santich (2007) suggests that for such genuine hospitality to be recognised in a commercial setting the skilful host must be able to persuade the guest that their welfare is the primary motivation, not the maximisation of profit. Santich suggests that the pricing formula may be key to this, with reasonable prices giving customers the message that profit is not the host's main concern but a necessary evil if the host is to be able to continue to be able to provide hospitality to others. Santich describes the motivation required to be a good host as a "genuine personal interest in guests" (2007:55), alluding to but not specifically stating that this altruistic driver is important to the authenticity of the guest experience. This supports Telfer's (2000) work and adds to the body of evidence informing the related DBA research.

Moore (2003) in his discussion of virtue and business ethics draws a distinction between institutions (corporations) and practice (the way in which corporations *do* business). He argues that over time “society has somehow managed to institutionalise and legitimise avarice (greed) and, worse, to put virtue at its service” (2003:51). “A virtuous firm”, he continues, is one “which has a corporate character that acknowledges that it ‘houses’ a practice, that encourages the pursuit of excellence in that practice, aware that this is an entirely moral pursuit, that pursues the external goods [rewards] in so far (and only in so far) as they are necessary to sustain and support the development of excellence in the practice. But it will not be so focussed on the external goods that it fails to support the practice on which it is founded” (2003:51). He suggests that the practices on which a business is founded are virtuous (such as hospitality), but that over time the acquiring motive of the firm to seek out goods such as profit, property or possession can be corrupting. It is an interesting argument that resonates with the ulterior motive proposed for hospitableness and Ritzer’s (2007) assertion that commercial hospitality has become inhospitable. It suggests that the pursuit of profit has led to a loss of authenticity in the hospitality provided as firms focus on the wrong objectives. It is also worth noting that Moore’s (2003) research found a positive correlation between business performance and a number of *social* performance measures, suggesting that a focus on motives other than profit may paradoxically be the best way to make a profit. However, what type of motive drives corporate social responsibility is not specified and it would be interesting to test the impact of e.g. religious motives in this context together with the other drivers of hospitableness found in the literature review.

3.2.3 Religious Hospitality

Further to altruistic and ulterior motives the third motive for hospitable behaviour found in the literature was that of religious instruction or doctrine. O’Gorman (2007a) comments on the biblical significance of hospitality in the Abrahamic religions when he recounts the story of ‘Lot’ (in Genesis 19:1-9) who is spared from the destruction of Sodom and Gomorrah on account of his ‘unswervingly hospitable behaviour’. He also notes also the acceptance throughout Greek, Roman and Christian tradition that to provide a ‘warm welcome, food, somewhere comfortable to sit, charming company and entertainment’ is to win favour with the God(s).

Derrida (2002:363) examines the religious influence on hospitality extensively and widens the debate by discussing the story of Noah’s Ark in the Old Testament and that of Jonah and the whale. He challenges readers that the bible encourages us to think about hospitality beyond human interactions, and to include acts of hospitableness toward animals and God. With such a philosophical leap he presents an emphasis on the different responsibilities of guest and host, and a clear expectation on the host of protecting and safeguarding their guest while at the same time being prepared to be ‘radically overwhelmed’, of taking a subservient role in the relationship. This suggests a tension between guest and host, each with a differing position of power within the relationship based on the rules and traditions of the interaction.

This is perhaps explained by Derrida when he goes on to discuss the similarities of religious duty for hospitableness between the three major

religions of the Abrahamic tradition (Judaism, Christianity and Islam) noting that Muslim's even have a 'right of hospitality' in their commandments. All three religions place a requirement on their people to provide hospitality, but Derrida (2002:370) quoting Massignon (1952) comments that it is Islam alone that has best preserved this into the modern era. He goes on to note that of the three religions it is Christianity that has the greatest challenge. He argues that from the moment Jesus entered Mary's womb humans took on the responsibility of host to the unborn child and yet ultimately betrayed him on the cross in gross neglect of their duty to protect.

Heal suggested three principles of hospitality that were found in early modern England:

1. A host receives all comers regardless of social status or acquaintance
2. Hospitality is perceived as a household activity...concerned with dispensing of...food drink and accommodation
3. Hospitality is a Christian practice sanctioned and enjoined by the scriptures on all godly men

(Heal, 1984:67)

She argues that these principles are heavily influenced by Christian religious doctrine, which along with cultural traditions passed down from ancient Greece and Rome (O'Gorman, 2007a) gave the duty to be hospitable a noble status.

The Hindu faith also has strong traditions of hospitality, with the hosting of guests comprising one of the five central religious duties of the Hindu householder. According to Melwani “the whole purpose of earning wealth and maintaining a home is to provide hospitality to guests” (2003:593). She narrates the tale of Lord Krishna enthusiastically washing the feet of an impoverished friend and eating his humble gift of rice in front of fine courtiers despite a personal wealth that could have afforded servants to perform the task for him and to prepare a feast to eat. This has clear echoes of the biblical story in John 13:1-17 where Jesus says “Now that I, your Lord and Teacher, have washed your feet, you also should wash one another’s feet”. In both cases the duty of care for each other regardless of social status is understood, with hosts impoverishing and placing themselves at the service of their guest.

Melwani goes on to observe that “the ancient Hindu texts say that the guest has to be shown honour by the host going out to meet him, offering him water...giving him a seat, lighting a lamp before him, providing food and lodging and accompanying him some distance when he departs” (2003:594). She notes the treatment of deities, with images of the Hindu Gods looked after as guests in the Hindu home. She observes how they are clothed and offered daily food and gifts, all in the format of hosting a guest. Melwani remarks that all guests arriving in a Hindu home are offered food and drink which it is considered rude to refuse, and that you ‘cannot leave an Indian home without gaining a few ounces’ (2003).

She alludes to the existence of rules and norms within the guest host relationship, something that extends to the giving and receiving of gifts and that has been found to be common across different cultures and religions. Sikhism (which has similarities to Hinduism) and Buddhism, Taoism and Chinese Folk Religion which are considered the major faiths in China (Szonyi, 2009, Chamberlain, 2009) are all no exception and have similar expectations and traditions of hospitable behaviour (Taylor and Kearney, 2011). This includes the expectation to provide food, drink and shelter to those less fortunate than you which appears to be a globally acknowledged norm. McNulty (2005) notes that in the “ancient Greek, Jewish and Christian traditions, the principle divinity incarnates hospitality, and evaluates the character of human hosts by appealing for hospitality disguised as a supplicant...[accordingly] hospitality is motivated by the potentially sacred nature of the guest”(2005:72). She argues that hospitality is seen as a test of the moral good of a person by their God.

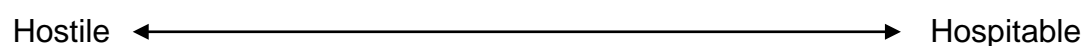
Accepting this commonality across faiths the literature on religion and hospitableness suggests that hospitality based on religious imperative may be founded on a dual motive, split between the desire to perform a moral good and the fear of retribution should you fail. Retribution is commonly reported as the displeasure of Gods, or a barrier to entering a successful afterlife (Taylor and Kearney, 2011). This makes religion hard to place as a single entity on a scale that measures reciprocity or altruism, although O’Gorman reminds us that despite this “there is a distinction [to be] made between

hospitality offered for pleasure and hospitality that is born out of a sense of duty” (2007b:6). Lashley, Lynch and Morrison (2007) note that whatever the specific religion, across beliefs hospitality are “aligned to benevolence, morality, ethics and sacred duty” (Lashley et al., 2007:176). However, despite the claim of a morality and ethical basis, using the fear of retribution or the risk of failing to achieve a place in heaven as motives for the provision of hospitality prevents religion from being linked to the altruism dimension of hospitableness. There is a strong element of reciprocity in the religious motive for providing hospitality as the host expects safe passage to the afterlife in response for being hospitable. However given the rich tradition between all major religions and the provision of hospitality it can be argued that there is a strong enough body of evidence to justify the specification of it as a distinct motive.

3.2.4 Motives of Reciprocity

In a similar way to religion, the concept of reciprocity in hospitality is also found throughout human history. Selwyn (2000) observes that ‘hospitality’ and ‘hostility’ are opposite ends of the same spectrum and each he argues expresses the “existence rather than the negation of a relationship” (2000:20) because it is impossible to be hospitable or hostile without a second party to direct this toward.

Figure 2: Hostile / Hospitable Continuum



Hospitality is therefore necessarily reciprocal. He refers to the notion that hospitality is often thought to involve the entertainment of strangers and that historically this was often done as a means of self protection. In his study of the anthropology of hospitality Selwyn notes that strangers are by definition unknown and could potentially be hostile in nature so early cultures would offer hospitality and protection *to* strangers in order to be protected *from* them. This was a purely mechanistic protection (if you had a stranger in your care then it was more difficult for them to be able to harm you).

By Greek, roman and medieval times it had evolved into a societal obligation of reciprocity with ancient Greek cultural laws emerging about the duty to protect a guests and in turn be protected (O'Gorman, 2007a). A good example of this is in Shakespeare's Macbeth where the sense of drama is heightened by the murder of King Duncan in Macbeth's own castle. To the contemporary audience this would have been an appalling breach of the by then established hospitality law of protecting guests whilst in your care and it has been suggested that Shakespeare deliberately changed the location of the murder from Inverness (which is the generally quoted location in the historical accounts of Macbeth) to the lead character's own home in order to increase audience outrage and growing sense of alienation from him (Coursen, 1997:17).

In his 2007 work O'Gorman continues his exploration of reciprocity, noting the traditional use of hospitality in the formation of tribal or national relationships.

British and European history is replete with examples of strategic alliances being built and nurtured through the hospitality of respective leaders and O’Gorman (in quoting Homer c. 900bc) reminds us of the international and historical depth of this field of observation when he notes that “the master of a household formed allegiances with the masters of other households and through this tangible hospitality their house grew in wealth, strength and status” (2007a:22). He argues that Greek and Roman views of hospitality place particular emphasis on the reciprocal obligations of recipient and host, with the choice of guest ‘often calculated to benefit the benefactor’.

In addition to establishing the principle of reciprocity as a motive, it is clear from O’Gorman’s work that the concept of hospitality has been a long established part of human culture, ever present in our history. It is firmly rooted in our psychology and the DBA research to develop a profiling tool will need to explore how it manifests itself in our personality and behaviours in order to create a question bank.

3.2.5 Personality and the Psychology of Hosting

Accepting that the ‘hospitality’ is an ‘observable human behaviour’ the discussion of motives in the early sections of this document has been an attempt to understand the mental process that inspires people to be hospitable. The American Psychological Society (APA, 2011) define psychology as the ‘study of the mind and behaviour’, with psychologists (often known as cognitive, social or behavioural scientists) typically seeking to understand the neurological and physiological processes behind concepts

such as motivation, personality and behaviour in both the conscious and unconscious mind. Freud (2001) and Jung (1971) argue that sub-conscious, inherent traits exist in all individuals and make up the notion of 'personality', claiming that it is these traits that influence the way in which we behave and respond to the outside world. Jung suggested that they could be generalised into a number of dichotomous preferences (e.g. introversion vs. extroversion), something that was later built on by Myers and Briggs-Myers (1980) in their work to develop the commercially successful Myers Briggs Type Indicator model. This identified a mix of sixteen personality 'preferences' based on combinations of four dichotomies. Similar work was conducted by Keirsey (1984) who framed personality types as 'temperaments' which he later mapped to the Myers-Briggs type indicators. Underlying these type models is a granularity which some writers define as personality 'traits' (Cattell, 1943). Trait theory suggests that these lower level more specific descriptors coalesce to form the groupings that make up the types or dichotomies found independently by authors such as Jung (1971). Previous DBA documents have sought to establish and define the notion of 'hospitableness' as a recognisable and observable pattern of human behaviour that is expressed through an individual's personality. So can 'hospitableness' be considered a personality trait?

Early work on identifying personality traits conducted by Sir Francis Galton (1884) hypothesised that the nature of human behaviour would become encoded in our language over time. This 'lexical hypothesis' led him to analyse the number of personality-descriptive words in use in the English

language during the late nineteenth century, work later refined by Allport and Odbert (1936). This latter revision found over 17,000 personality related terms in Webster's Unabridged English Dictionary (2nd ed), which Allport and Odbert reduced to 4,504 adjectives that described discernible patterns of human behaviour (Goldberg, 1993:26). This early definition of 'traits' as personality-describing words suggests that it would be reasonable to include 'hospitableness' in the trait-lexicon given the findings in earlier DBA documents that it is an observable and potentially quantifiable phenomena. The adjective 'hospitable' can also be found in the Oxford English Dictionary, with other personality-describing adjectives such as 'friendly', 'agreeable', 'warm', and 'welcoming' used to define it.

Cattell (1943) progressed the initial work on personality trait theory and in his concept of the 'trait sphere' defined personality traits as "...points or, rather, small areas on the continuous but finite surface which represents all the observed behaviour of the individual" (1943:482). Using the same methods as his predecessors he again sought patterns from established vocabulary and in doing invited the challenge that language follows practise and that as a consequence the 'trait-sphere' may never be complete. In evolutionary terms human existence (and therefore personality traits) pre-date the development of language. However Cattell responds to this argument with the assertion that "the saturation point has in fact already been reached. He argues that whatever creation still goes on is, therefore, "apparently concerned largely with replacing worn, unfashionable or damaged terms..." (1943:483). Cattell also uses this argument to rebut Allport and Odbert's (1936) earlier

observation that trait names are peculiar to a particular age or culture. He alludes to a hierarchy of traits when he discusses the relationship between an individual and their environment, suggesting that “constitutional traits will change little, whereas social mould or dynamic traits...may come and go with superficial changes in the cultural and physical environment” (1943:484). Whether ‘hospitableness’ could be considered a constitutional or dynamic trait is not clear, but it does fit with Cattell’s definition of a trait as being something which describes a “pattern and element of behaviour” (1943:486). Cattell’s work ultimately led to the identification of 171 personality traits which were measured in a sample of 100 people by asking their nearest acquaintances to rate them. The resulting analysis allowed Cattell to later reduce the number to clusters of 35 traits (Cattell, 1945), and ultimately 16 personality factors, leading to a profiling tool which became commercially available (Cattell et al., 1970).

In 1961 Tupes and Christal (1992) researched Cattell’s 35 personality trait clusters on behalf of the US Air Force and conducted eight separate studies. Through rotated factor analysis they discovered commonality across the samples and were able to extract five personality factors that appeared to underpin the previously reported traits. These were: Surgency (extraversion), Agreeableness, Dependability, Emotional Stability, and Culture. They reported that “there can be no doubt that the five factors found throughout all eight analyses are recurrent (Tupes and Christal, 1992:233). Although ‘hospitableness’ is not named as one of the five factors, elements of the trait discovered in the hospitality literature search such as ‘friendliness’ (Lashley,

2008b) or 'kindly' (Telfer, 1996) do feature on Cattell's (1945) original list of the 35 traits used by Tupes and Christal (1992) to conduct factor analysis. This would suggest that if such a personality describing adjective as 'hospitableness' exists it would occupy a position either as a sub-trait in the taxonomy, or perhaps be a cluster label of other sub-traits. Despite the clarity of Tupes and Christal's findings they caution that their study was solely based on Cattell's (1945) trait clusters which were in themselves a distillation of 171 traits taken from Allport and Odbert's (1936) initial list of over 4500. As a consequence they note that there may be other higher order personality factors missed by their work.

Norman (1963) went on to examine the studies of both Cattell (1945) and Tupes and Christal (1992) and suggested that subtle differences in their conclusions could be attributable to a variation in the statistical methods used. However his re-examination of the data also discovered five underlying factors that were broadly similar to those of Tupes and Christal (1992) with the exception that he renamed 'dependability' as 'conscientiousness'. As the underlying data set for his study remained consistent with earlier studies the implication for the location of 'hospitableness' as a sub-trait within the taxonomy of traits remains unchanged. Although no direct map can be found for all of the elements of 'hospitableness' identified by the DBA literature search, for example 'affection' (Heal, 1984) or 'empathy' (Santich, 2007) this may be explained by Norman when he suggests that both the original data and therefore his conclusions are incomplete. He advocates a "return to the total pool of trait names in the natural language...to search for additional

personality indicators” (Norman, 1963). Given the status of ‘hospitable’ as a word in the Oxford English Dictionary this approach would see it gain status as a recognised personality trait.

Goldberg (1990) also sought to validate findings that there were five significant factors that could be used to describe personality and in doing so returned to a larger pool of personality traits for his source data by using the 75 categories of Norman’s (1963) taxonomy of 1431 trait descriptive adjectives . However, despite this change to the base data Goldberg ultimately reached the same conclusions as his predecessors in finding only five significant factors to describe personality. His only change was to rename the ‘culture’ factor to ‘intellect’ (Goldberg, 1990). Of Goldberg’s factors ‘agreeableness’ appears to most closely resemble the characteristics of ‘hospitableness’, with the personality describing traits found in the hospitality literature such as ‘generosity’, ‘altruism’ and ‘warmth’ also appearing in Goldberg’s definition (1990).

Other researchers (Digman and Inouye, 1986, Digman, 1997, McCrae and Costa, 1985) have also sought to validate the five factor model of personality, in each case finding it to be robust. Where McCrae and Costa (1985) had initially developed a three factor model (neuroticism, extraversion and openness) they later came to add two additional factors (agreeableness and conscientiousness). Hogan, Hogan and Busch (Hogan et al., 1984) identified six factors during their work to develop a commercially viable profiling instrument, a finding that other researchers had tentatively explored (Digman

and Inouye, 1986, Goldberg, 1990) before each concluded that the additional factors were not statistically strong enough to be reliable. Only Eysenck (1991) now appears to argue against the five factor model by suggesting that three factors are sufficient, and Cattell (1972) who maintains that five factors are insufficient in his defence of his sixteen factor model.

It is interesting to note that in none of the work examined on personality traits does 'hospitableness' appear on a list of personality describing adjectives. However McCrae and Costa argue that "natural languages such as English have evolved terms for all fundamental individual differences" (McCrae and Costa, 1985) and it is the proposal of this thesis that the term 'hospitableness' represents a phrase that is evolving in modern language to characterise differences in a particular type of human behaviour. In this context it is argued that it deserves its place in trait lexicon. While it appears too specific to challenge the settled order of the 'Big Five' it is suggested that it could be a useful label for a cluster of sub traits such as 'friendliness', 'agreeableness', 'generosity', 'altruism' and 'warmth'.

Despite apparent consensus around trait theory and the five factor model writers such as Pervin (1994) argue that there are fundamental flaws in the assumptions and statistical methods that underpin it. He challenges the belief that heritability rather than environment is the greater factor in personality development and doubts the assertion that personality is stable over time. If correct, Pervin's work is highly relevant to the DBA research into propensity for hospitableness as it suggests that scores on a profiling instrument may

vary over time and according to context. Pervin (1994) is also critical of the foundation of the lexical hypothesis (Allport and Odbert, 1936), questioning the validity of this approach across cultures. He suggests that the tradition of encoding personality describing words into the lexicon only holds true for Indo-European languages and that little evidence has emerged to validate this for other tongues. Pervin also expresses concern about the low confidence levels used in successive factor analysis, questioning whether researchers have “gone much beyond the 0.30 correlation barrier” (1994:108).

Significantly he argues that there are differences in the common definition of ‘trait’ with trait theorists driving a gradual broadening from the original scope of defining ‘overt behaviour’ to a version that now includes ‘thoughts, feelings and motives’. Interestingly the DBA research through documents two, three and four mirrors this with arguments put forward that cumulatively move the definition of ‘hospitableness’ from one of behaviour to one of motives. Taken holistically Pervin’s work serves as a useful reminder of the limitations of trait theory in the complexities of describing or explaining the notion of personality, and specifically the concept or trait of ‘hospitableness’.

Distinct from the study of motives and personality trait theory as they relate to the psychology of ‘hospitableness’ a number of authors view the concept through a spiritual lens. Nouwen (1998) combines the German word for hospitality ‘Gastfreundschaft’ (which translated means ‘friendship for the guest’) with the Dutch word ‘Gastvrijheid’ (meaning ‘freedom for the guest’) to create a definition of hospitality as “the creation of a free space where the

stranger can enter and become a friend" (1998:49). This he argues, is about giving room emotionally, physically and spiritually for the guest by hosts voluntarily impoverishing their hearts and minds. It is about hosts emptying their minds of "ideas, concepts, opinions and convictions" (1998:75) and about being prepared to allow guests "to come and go on their own terms" (1998:74). Nouwen believes that hosts who are filled with "prejudices, worries or jealousies" will be unable to allow guests the freedom to "sing their own songs, speak their own languages, dance their own dances" (1998:77). His argument is that hosts who talk continuously or who attempt to endlessly entertain their guests are ultimately oppressive, and that while hosts should have an opinion, it must only be used as the stimulus for debate. McNulty (2005) comments that "the best host is one who has given the most, even to the point of giving away that which defines him as master and host" (McNulty, 2005:72).

Derrida, as a noted postmodernist gives little weight to traditional trait theory and also explores the spiritual perspective, arguing that truly hospitable people are those who are willing to be "overtaken...who are ready to be not ready", those who are prepared to be "violated", "stolen" or raped" (2002:361). He uses strong and emotive terms to emphasise the completeness and selflessness of the act of being 'overtaken' that is required in order to be genuinely hospitable. He comments that this 'overtaking' is uncomfortable and that the traditional reaction to such spiritual violations is one of xenophobia, which can in turn restrict the future ability to be hospitable. O'Gorman notes that the Greek word for host is "'xenos' which has the

interchangeable meaning of guest, host or stranger” (2007a:18) and it is likely that Nouwen is using the word xenophobia in this wider sense to mean fear of guests, foreigners or strangers. A criticism of their work is that neither Derrida or Nouwen address the implicit power relationship between guest and host in which ultimately the host is able to set the rules or even to expel the guest, and despite the philosophical ambition of both writers for their guests, it is likely that in real terms they would still also feel bound by cultural norms and societal expectations of behaviour (Guerrier, 1999).

The French word ‘hôte’ refers to both guests and hosts, and implies through this duality of meaning that we are all, at times, both. In his argument of the genuineness of hospitality Derrida does not concern himself with motives but suggests that the judgement of hospitality should be situational. He observes that while most hosts can be hospitable when given time to prepare, the real assessment of hospitableness comes when a host is surprised by an uninvited guest. He terms this ‘radical hospitality’ and states that where “I expect the coming of the hôte as invited, there is no hospitality” (2002:362). Hospitality he argues is only genuine when hospitableness is a natural state, not when it could be feigned or produced on notice of a guest arriving as this form of hospitality would be largely behaviours based and could be produced regardless of true motives.

McNulty (2005) explores this idea in the context of a commercial hotel when she discusses the religious tradition of deities ‘testing’ their subjects by arriving as an unexpected guest with their identities concealed. She argues

that a hotel “formalises the host/guest relationship through...money, legal identification and rules of conduct thereby eliminating or choosing to overlook the guests fundamental unknowability” (2005:97). The modern world she suggests, or at least the hospitality industry, has moved beyond a spiritual foundation of hospitality based on religious doctrine to a new reality based on rules and rituals of commerce. However the literature search has revealed that hospitality is an ever-present feature in world religion and history and suggests that though it may change the spiritual context, commerce does not necessarily destroy it. This ever-presence has also ensured that hospitality has played an enduring and integral part of cultural development around the world creating a symbiotic relationship where each has influenced the other through time.

3.2.6 Hospitality and Culture

According to Mwaura, Sutton and Roberts (1998) national culture “has *values* as its central component (1998:213). They argue that the values of a nation are developed through its institutions, people and history, and are passed on through the generations. These are learnt in childhood and remain with us through our adult lives and exert influence over our day to day behaviour. These social norms and value systems are not considered as a separate motive for hospitableness in the DBA research as they can be found throughout the four dimensions already identified, but given their ever-presence and contextual importance they do merit separate consideration in the literature review.

In his weaving together of religious and cultural origins Derrida remarks that “there is no culture that is not also a culture of hospitality” (2002:361), highlighting the definitive nature of hospitality to both. The cultural aspect of hospitality has been considered by a number of authors (Heal, 1984, Selwyn, 2000, Derrida, 2002, O’Gorman, 2007a) and has been found to be a feature of civilised societies throughout history, often interwoven with religious doctrines that prescribe a series a norms and expectations (Taylor and Kearney, 2011, Melwani, 2003, Massignon, 1952, Derrida and Dufourmantelle, 2000).

In modern western society the cultural obligations of hospitality have weakened because “these obligations to offer protection and hospitality to guests, and for guests to act appropriately, have lost their moral and religious authority” (Lashley, 2008a:72). It was perhaps this that Derrida (2002) was referring to when he argued that of the major religions it is Islam that has best preserved the rules and traditions of hospitality in modern, industrialised society. Melwani (2003) adds Hinduism to this list, but arguably these claims are better described as reflections of which world religions and doctrines have remained strong per se, rather than the specific preservation of the duty to be hospitable.

The effect of religious doctrine on popular culture has also been underpinned by government policy over the centuries. Hindle (2001) commenting on the reform of the poor laws in Elizabethan England (which provided for a general duty of hospitality) quoted contemporary author William Vaughan as having said “if biblical examples can worke no charity in the adamant and steely

hearts of our English rookes: yet civill policy and her majesties commandment might prevail” (2001:58). This passage charts the already diminishing influence of God in sixteenth century England (despite the relative chronological proximity of the reformation) and suggests the influential role that legislation can play in shaping national behaviour.

The impact of religious and cultural tradition on the hospitality industry is growing significantly, with Johns, Henwood and Seaman (2007) noting that in the modern era of global mobility the sector “often depends both on a multi-cultural clientele and a multi-cultural workforce” (2007:146). Despite this they record that “relatively few authors have addressed the effect of culture upon the attitudes of service personnel” (Johns et al., 2007:148), something that echoes the earlier complaint of Armstrong, Mok, Go and Chan when they noted that “very little research has been conducted which investigates the impact of cultural values on hospitality service quality” (Armstrong et al., 1997:184).

Johns et al (2007) mirror Mwaura et al’s (1998) definition of culture as a set of *values* created through contact with others in society and studied the difference these values made to the service pre-disposition of international hospitality students based in Switzerland and Scotland. They took already existing measurement instruments (Hofstede, 1984, Connection, 1987, Lee-Ross, 2000) and surveyed students who had undertaken work experience in a hospitality business as part of their course. They discovered that ethnicity or national culture had a strong influence over service pre-disposition, reflecting

that consequently it “it may be more difficult to find service-minded individuals among some populations than others” (Johns et al., 2007:155). Unfortunately the authors do not stipulate which populations they refer to.

Using Flanagan’s (1954) critical incident technique Mwaura et al (1998) studied the impact of American corporate culture on service in a Chinese hotel and found that culture does not easily transfer where it is based on different value sets. They noted that Chinese culture is based on hard work, being responsible and helping others, but ultimately with a sense of deference and low emphasis on personal achievement. This contrasts with western cultures that strive for staff that are self managing, empowered and that have personal ownership of the service encounter. They described how the Chinese “collectivist culture requires [individuals] to place relationships before achievement and as a result no one person wanted to appear superior to another” (Mwaura et al., 1998:216). They found that this resulted in a lack of decision making and personal service ownership with the effect that guests had to wait for long periods to have problems resolved.

Lashley et al (2007) quoting O’Gorman identified the key influences affecting the modern cultural setting of hospitality as religious practices and beliefs, the advancement of trade and commerce, social status and the household, a system of communication and the fear of strangers. These are unique to every culture although common themes based on trans-border religion can be found. The implication for the development of a hospitableness profiling tool is the question of whether the traits of hospitableness are likely to show

similarity between countries and cultures and of what lexicon is used to describe them. In this context the development of the hospitableness profiling tool is caveated that it has been researched in the United Kingdom and any attempt to internationalise it would as a minimum be dependent on successful re-wording of the question statements to remove colloquialisms and local cultural references such as 'I get a natural *high*...' or 'I try to get on the same *wavelength*...' However it is also likely that successful internationalisation would have to be context dependent not only in the sense that some nationalities have stronger mental programming in this area but also in that the notion and expression of hospitableness is likely to vary between cultures. This presents an interesting dilemma for a profiling tool if it were ultimately to be used as part of a selection process. If the notion of hospitableness it aims to diagnose and the wording of the questions was made culturally specific it may restrict successful scoring to those participants from that or a similar culture and diminish its value in a multi-cultural setting such as the hospitality sectors of major world cities. If we accept Hofstede's (1980) findings about trends and variations in national character it is likely that Johns et al's (2007) work about different national levels of 'fit' for service job roles could be borne out across a wider population. This could effectively amount to a need for racial or cultural discrimination in the selection process in order to identify the most naturally suited candidates for hospitality roles within a particular cultural setting.

However if such a task were attempted the work of Hofstede (1980) identified four dimensions of national culture that might inform the development of an international profiling tool across borders.

1. Individualism vs. Collectivism
2. Large or Small Power Distance
3. Strong or Weak Uncertainty Avoidance
4. Masculinity versus Femininity

(Hofstede, 1983:78)

Individualism vs. collectivism concerns the strength of ties and common purpose between people within a group or collective. In a highly collective society individuals share significantly more common beliefs and opinions and as a consequence are tightly integrated. Hofstede (1983) also found a correlation to national wealth with this dimension, with more individualised societies enjoying a higher GDP per capita. Although not discussed specifically in his work it is possible to hypothesise that due to Hofstede's findings on the increased commonality of belief in more tightly integrated societies, particular cultures that conform to this side of the dimension may have a higher likelihood of consistently producing candidates in a selection process who share a stronger correlation with each other in their approach to hospitality.

Power distance by comparison concerns the way in which societies cope with inequalities. Hofstede discovered that cultures with a high level of collectivism often also exhibited a high power-distance score. Closer examination revealed this to be a function of autocratic leadership and strong hierarchy in more communist-style countries. However it is interesting that the reverse is not true and that more individualised countries presented evenly across the power-distance scale. This corresponds to the findings reported by Mwaura et al (1998) about Chinese deference to authority in their domestic commercial hospitality setting.

Uncertainty avoidance concerns a nation's desire to mitigate risk and control the future. Some societies are happy just to take 'each day as it comes' and as a consequence exhibit high levels of tolerance while others typically build frameworks and institutions to manage the unknown. According to Hofstede religious belief is a popular way to try and bring control to the unknowable and in this context it is interesting to recall the strong links reported in this thesis between religion and hospitality. At one level it would be logical to assume that those populations with a strong religious programming around the duty of hospitality (O'Gorman, 2007a, Derrida, 2002, Melwani, 2003) would demonstrate higher natural propensities to hospitableness. However conceptually it would also be reasonable to assume that the more relaxed tolerant societies of low 'uncertainty avoidance' may also present well against a hospitableness scale given Derrida's challenge that great hosts should be 'prepared to be overtaken' (Derrida, 2002), or Nouwen's assertion that hosts

should give their guests the freedom and space to 'sing their own songs' (Nouwen, 1998).

The final dimension of Hofstede's model concerns the gender role definitions in society, and the degree of division between the types of roles that each sex is allowed to play. Masculine societies are those where men typically take the roles of authority and power, with women occupying the more caring and nurturing roles. Feminine societies are those where gender division is less evident and the female traits of helping others and relationship building are more prominent across both the sexes. Against this definition it is the feminine society that appears to map more closely to the concept of hospitableness as defined in this document.

The four dimensions of the Hofstede model were discovered through factor analysis of employee attitudes surveys across 40 countries for individuals working for IBM and later validated by further data taken from an additional 10 countries and other individuals (Hofstede, 1983). Hofstede explains that the dimensions were drawn from questions that focussed on values (as opposed to attitudes) as these "reflect differences in mental programming and national character" (1983:78). He also caveats his work by explaining that these were statistical observations based on means, using phrases such as 'greater desire' or 'on balance' to make the point that not all individuals will conform to national trends. To illustrate this he describes how on average the Japanese population have a stronger desire for authority than the English, but that despite this there are still a proportion of English people that have a stronger

need for authority than the Japanese. This is helpful because it counters the argument that a selection process seeking a culturally specific trait of hospitableness is likely to be culturally discriminatory. Hofstede's (1983) model initially suggests that while such a process may identify higher or lower proportions of successful candidates from particular nationalities, it seems unlikely that this would be exclusive given the room for individuality that exists within cultural mental programming. However, a later study by Hofstede and McCrae (2004) did go on to conclude that there was a correlation between cultural dimensions and the 'big five' personality traits (Tupes and Christal, 1992, Norman, 1963, Hogan, 1983), suggesting that despite the existence of 'outliers' the impact of national culture and mental programming was a significant factor in personality traits which overturned earlier assumptions that they were asocial, ahistorical and biologically based (Piekkola, 2011).

Hofstede later added a fifth dimension to his culture model (Hofstede, 2006), that of 'Long vs. Short-Term' which was based on the findings of the Chinese Value Survey (Connection, 1987). It balances the importance of "perseverance and thrift on the future side with personal stability, respect for tradition and reciprocation of favours on the present side" (Hofstede, 2006:888). When overlaying a model of hospitableness with this description an unscientific analysis would suggest that words such as 'reciprocation' or 'tradition' which are often associated with hospitality are more closely aligned to the short-term variable.

Although it is useful in exploring the notion of variation in propensity to hospitableness it should be noted that there are critics of Hofstede's model, in particular McSweeney (2002) who argues that "what Hofstede 'identified' is not national culture, but an averaging of situationally specific opinions from which dimensions or aspects of national culture are unjustifiably inferred" (2002:108). McSweeney's contention is that it takes a 'contestable act of faith' to leap from responses in an employee attitudes survey to assumptions about culture on a national level and suggests that culture is more highly influenced by context than is recognised by Hofstede. McSweeney criticises the lack of acknowledgment of the role that diversity in national practises and institutions play in shaping variation across a nation and questions the application of Hofstede's model in the context of a continually changing world where national boundaries move as countries come together or break apart. He challenges whether the culture of Hong Kong is Chinese, or that of Croatia or Serbia Yugoslavian, suggesting that the confinement of Hofstede's model by territorial boundaries is artificial and misleading.

An alternate view is that of McCrae (2004) who in his study of culture and traits challenges the traditional theory that culture effects personality, instead hypothesising that personality effects culture. He argues that the personality traits which drive surface character expression are genetic and that their deep biological grounding cannot be influenced by surface factors. He suggests that the sum of personality traits for a nation will homogenise over time as populations grow and interbreed, and that this can drive homogenised behaviours which become coded into national culture. He suggests for

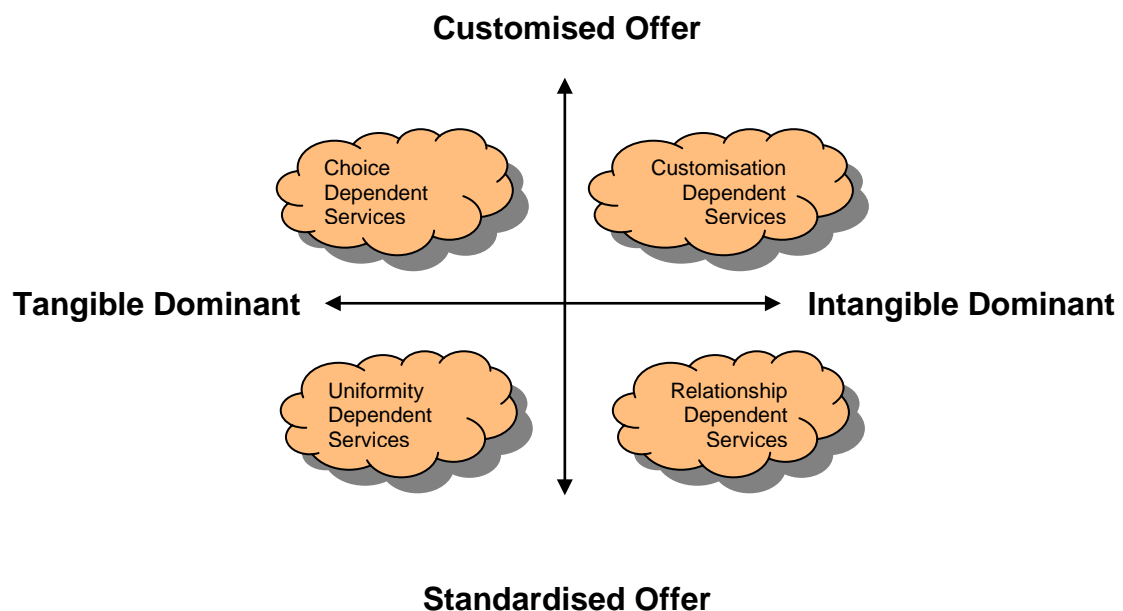
example, that “a society of introverts would develop different customs and institutions than a society of extraverts” (McCrae, 2004:6). In the context of the DBA this suggests that it may be possible to find whole cultures that possess higher levels of the personality trait ‘hospitableness’ than others, but more than that, if such a trait exists that it has a genetic foundation that could be passed on from one generation to the next. This work would also imply that the underlying trait may be universal, but that over time the quantum will have varied across nations. The implications of this are significant for any future attempt to internationalise a hospitableness profiling instrument as it suggests that while the language of the questions will need to be culturally sensitive, the construct that is being tested might be able to remain stable across different national settings. The challenge in a commercial environment would be to distinguish customer expectations of the host’s hospitableness from their demands of the hospitality service or transaction. The latter (the nature of the service required) is likely to be significantly more culturally specific, although it is possible that this will reduce over time with increasing levels of global mobility.

3.3 The Nature of Services

Writers such as Ritzer (2007), Lashley (2008a) and O’Gorman (2007b) argue that the notion of hospitality can not be fully considered unless there is reflection on the concept of hospitality as a service. This has particular interest for the DBA research which seeks to understand the interaction between the concept of hospitableness and service quality or business performance in the tenanted pub sector.

Lashley (2001) studied the nature of services within the context of the hospitality industry. He argued that there are different types of service and that these vary according to the industry sub sector and the customer motives for making a purchase. He suggests that the type of service can be plotted on a scale from 'standardised' to 'customised' to reflect the amount of bespoke tailoring that occurs in response to customer demands. Typically highly customised services are by their nature more expensive to deliver and so lack the mass market penetration of their standardised counterparts. He sets this scale against a product range from 'tangible dominant' to 'intangible dominant' in order to typify four service types (shown in the orange clouds on the diagram).

Figure 3: Lashley's Service Characterisation



(Lashley, 1997:256)

Tangibility is judged by the degree to which physicality comprises part of the service, something referred to by Bitner (1990) as 'physical evidence', although Bitner's definition helpfully expands the concept to include the surroundings in which a service is delivered. This would mean that it is not just the food or beverage that is significant, but also the quality of the décor and furniture. It could be argued that hospitality based services that are concerned with the guest-host relationship sit on the right hand side of the diagram, with large hotel, pub and restaurant chains gravitating toward the bottom quadrant and smaller entrepreneurial or high end bespoke businesses toward the top right quadrant. However those businesses that rely on simple provision of food and drink and product quality would sit to the left. A good example of 'customisation dependent services' might be a catering firm that designs unique menus for each customer or event. Similarly a high-end travel operator that creates distinctive itineraries for every client may occupy this section of the model, but in general terms this is likely to be the hardest part of Lashley's framework for a business to inhabit, perhaps followed by the dimension of 'relationship dependent services'. This is because challenging the categorisations is the decision over the tangibility of a service – for example it could be argued that McDonalds, as a restaurant, is highly product led (you visit to buy a 'Big Mac') and as a consequence a MacDonald's restaurant would sit on the left (tangible dominant) side of the diagram. However it could also be argued that McDonalds is service led. The fast food model is based on quick and efficient *service* and people may use McDonalds because they are short of time not because they crave a particular product.

This interpretation would move the brand to the right (intangible dominant) side of the model, and also demonstrates the difficulty in accurately classifying services. A bed and breakfast may potentially be judged to be about the service relationship with the host and could also therefore sit to the right (intangible dominant). However, a bed and breakfast (or pub or hotel) could equally be judged to be highly product dependent based on the quality of facilities provided and therefore be placed on the left (tangible dominant) dependent on the level of customisation on offer.

Although service classification is subjective Lashley's model makes an important contribution to the debate and suggests implications for the HR strategy in a hospitality business. Standardisation requires mechanistic delivery with a high level of repeatability, characterised by Ritzer (2004) as 'McDonaldisation'. Employees are often required to conform to brand standards that have been carefully shaped and to wear the same uniform, follow the same script and display the same emotional states.

According to Hochschild (2003) these service models may have high levels of staff turnover (which in itself is a barrier to moving toward a more intangible, relationship led offering) and can cause high levels of staff stress and burnout as teams act 'parts' that they don't necessarily believe in. Mann (1999) captures this as 'emotional dissonance' in her categorisation of emotional states.

Table 1: Mann's Categorisation of Emotional States

	Emotional Harmony	Emotional Dissonance	Emotional Deviance
	<i>Displayed emotion is the same as felt emotion and expected emotion</i>	<i>Displayed emotion is the same as expected emotion but different from the felt emotion</i>	<i>Displayed emotion is the same as felt emotion but different from the expected emotion</i>
Emotion actually displayed	Happy	Happy	Unhappy
Emotion really felt	Happy	Unhappy	Unhappy
Emotion expected by the company (display rule)	Happy	Happy	Happy

(Mann, 1999)

Meyer (2008) explores this idea in his discussion of '51 percenters'. As a successful New York based restaurateur he argues that "training for emotional skills is next to impossible" (2008:142) and that individuals should be recruited that generally have emotional harmony with the brand standards rather than business owners having to force this upon them artificially after employment. He argues that "a special type of personality thrives on providing hospitality and it is vital to our success that we attract people who possess it" (2008:146). Personality and emotional makeup he suggests should be 51% of selection criteria, with technical or behavioural skill comprising the other 49%. This has particular resonance with the DBA research and the hypothesis proposed by Telfer (2000) on variable individual propensity to be hospitable.

Yet whatever the approach standardisation is the bedrock of many multiple outlet operators in the hospitality trade as owners seek to reproduce the most

successful components of their offer in each unit. It may be that the most appropriate application of a standardisation strategy lies solely in the tangible part of a hospitality service with the intangible, relationship dependent element (between host and client) requiring a separate, less standardised approach if a company is truly to win competitive advantage. To achieve meaningful relationships with customers it is likely that staff will perform better when they are displaying genuine emotions. As Mann notes “even when people are being paid to be nice it’s hard for them to be nice all of the time” (1999:348) suggesting that sustainability comes from emotional harmony. Meyer expresses his concern with faked emotion observing that even if “everything is delivered perfectly, cleared perfectly, decanted perfectly...it’s not fun. It’s not sincere. There’s no soul. It’s a perfectly executed but imperfect experience” (Meyer, 2008:154).

Hospitality businesses potentially have two dominant dimensions, one tangible and one intangible, yet at face value cannot reside in both parts of Lashley’s model simultaneously. It is likely that most commercial hospitality businesses choose to ignore this contradiction and focus simply on the tangible aspects of their ‘service’ because it is easier to conceptualise and manage. An alternate approach would be to acknowledge that different parts of a ‘service’ could be categorised individually in the model and to manage multiple elements with different strategies that re-combine at the point of delivery. As a minimum by placing themselves in the middle of the horizontal dimensional scales and giving equal weight to the intangible elements of their service firms could open up a rich seam of thinking that would ultimately bring

freedom to their staff teams to exploit their natural talents of hospitableness. This might allow them 'to treat guests as friends' more easily and ultimately unlock significant industry outperformance in areas such as customer loyalty, spend and repeat business.

Writers such as Kotler (1997) argue that ultimately there is little distinction between products and services, and that the difference can simply be represented on a continuum from 'tangible' to 'intangible'. However this characterisation does not recognise the added complexity of hospitality services where the consumer and server must both be present in order for the service to be delivered. It did however expand an earlier theme developed by Shostack (1977) who had debated whether there was such a thing as a pure, tangible, product, hypothesising that in truth physical products were only by-products of services. An example of this would be a person buying the service of transportation, the by-product of which is a car (Shostack, 1977:74). Shostack later clarified this assertion by describing the service purchased as a *process*, i.e. "the process is the product" (1987:34). Applying this logic to the McDonald's example would mean that people bought the service (*or process*) of subsistence, of which the by-product is a burger. However this argument does not fit neatly with a hospitality service where despite the presence of many products (e.g. food and drink) and numerous processes (e.g. rooms being made up, food being cooked) there is an intangible element to the service that is difficult to characterise as a process or by-product. Meyer observes that "guests may think they're dining out to feel nourished, but I've always believed that an even more primary need of diners

is to be nurtured” (2008:145). Nurturing does not fit neatly as either a process or a product in this context.

Reisinger (2001) picks up the theme of a tangibility scale but argues that there are other, equally defining features of a service. She suggests that the inseparability of production and consumption is a key difference between services and products. For a service both the provider and the consumer must be present (you can't stay in a hotel or eat a meal without physically being present). She also comments on the dynamism of the relationship in a service encounter, arguing that services are heterogeneous because both parties have a role to play in shaping the experience which as a consequence is unique at each point of delivery.

Reisinger (2001) also argues that services are defined by perishability. You cannot mass-produce services and store them to meet future demand. It would be impossible to pre-produce haircuts to be sold at a later date because of the inseparability of production and consumption.

According to Reisinger (2001) the last distinguishing feature of a service (as opposed to a product) is that there is no transfer of ownership of an asset. Whereas a consumer can physically take a product (e.g. a new television) home, it is impossible to do this with a service. However from the perspective of commercial hospitality this characterisation does not fit. As more consumers seek 'food on the go' hospitality businesses are increasingly

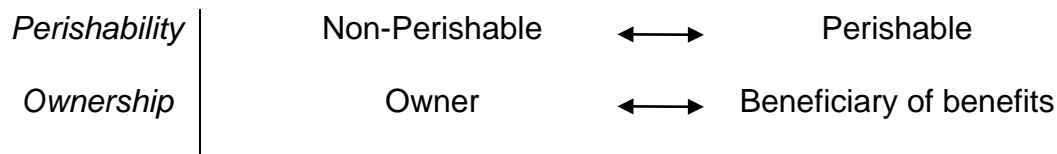
responding by offering take-away options where the product element of the service can be transferred to the purchaser (e.g. Starbucks or Costa Coffee).

These are powerful arguments and suggest that products and services are highly related. In a hospitality business the boundary is blurred because purchases comprise a mix of products (e.g. meals), together with service delivery. This product / service relationship was explored by Bitner, Booms and Tetreault (1990) when they examined the impact of 'physical evidence' on customer satisfaction ratings for services. They noted that even when assessing the service elements of a purchase consumer feedback was heavily influenced by the physical environment. The quality of furnishings and fittings, of cleanliness and of décor all impacted on ratings, and in this context Shostack (1977) and Kotler's (1997) argument that products and services are the same thing can perhaps be understood.

The diagram below attempts to map the services debate by capturing a number of continua that represent the differences between products and services identified by the authors in this section:

Figure 4: The Dimensions of a Service

<u>Continua</u>	<u>Pure Product</u>		<u>Pure Service</u>
<i>Tangibility</i>	Tangible	↔	Intangible
<i>Seperability</i>	Separate Production and Consumption	↔	Inseparable production and consumption
<i>Nature</i>	Homogenous	↔	Heterogeneous



Commercial hospitality does not sit comfortably on either the product or service dimension and it is likely that it is multi-faceted. It is also worth noting that hospitality services may have an additional element of uniqueness because, taking Lashley's (2000) definition of hospitality as 'the provision of food, drink and accommodation', these services provide something on commercial terms that is equally provided for friendship, religious, or cultural reasons free of charge throughout society. It is therefore possible to draw direct comparison between the service offered for money and that which is provided free.

Consequently hospitality services are also highly personal in nature, and, crucially, are something which most consumers have experience of as providers. This makes the customer highly discerning and creates levels of expectation that are hard for the service provider to meet. Moreover hospitality provides services that attend not only to our most basic human needs but are also those that find us at our most vulnerable – eating, sleeping, using the toilet, getting changed, drinking alcohol are all things that catch us at our most exposed and as a consequence we rely on the service provider to supply us with a 'safe' environment for consuming them in a modern day version of the early duty of hospitableness to offer to offer 'protection' (Selwyn, 2000). This suggests that the genuineness of the provider and authenticity of the experience are particularly important in the

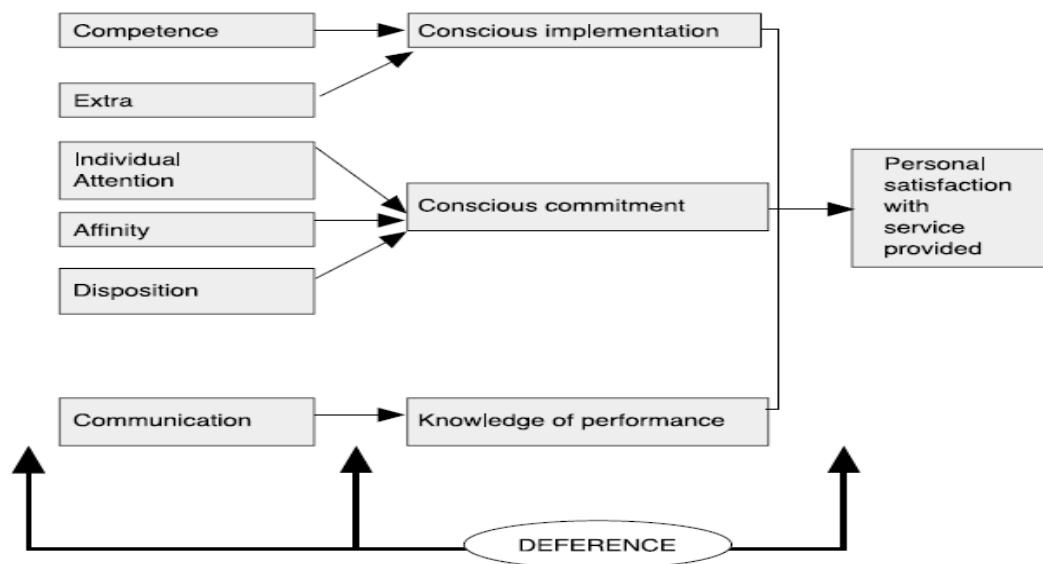
development of a successful customer offer, something the DBA research is seeking to explore. The literature suggests that the role of the host is a key determinant in quality of a service offered and that some individuals appear to have a greater talent in this respect than others.

3.3.1 Service Disposition

Throughout the research reviewed on the nature of services a number of authors have commented on the natural disposition of some individuals to service and/or 'hospitableness'. This work is highly relevant to the DBA hypothesis which is predicated on the theory that some people have a higher natural propensity to hospitableness than others. Brown, Mowen, Donavan and Licata (2002) define service orientation as "an employee's tendency or pre-disposition to meet customer needs in an on-the-job context" (2002:111). In 2000 Telfer suggested that there are differing levels of propensity to be hospitable when she discussed the draw of different personality types to work in the hospitality industry (Telfer, 2000). Mowen and Spears argue that while individuals possess differing strengths of personality traits it is not until they combine with the environment that they create 'surface traits' such as customer orientation, setting up the proposition that personality traits can be either input or output measures. In practice this means that whatever the true personality trait, the expression of it to the outside world is situational and modified by environmental factors so each trait may have a number of manifestations depending on context.

Although not directly researching inclination to ‘hospitableness’ Lee-Ross (2000) studied ‘service disposition’, basing his model on a similar assumption to the DBA with the hypothesis that people have differing levels of natural affinity or traits. He developed a conceptual framework based on initial research with 60 undergraduates that identified the factors which influenced the likelihood that an individual would deliver great service to a customer:

Figure 5: The Service Predisposition Model



(Lee-Ross, 2000:149)

Each of the dimensions was measured on a 33 statement Likert scale in a system not uncommon to other service quality instruments (Parasuraman et al., 1988, Knutson et al., 1991, Stevens et al., 1995). Each of the dimensions in the model is measured and Lee-Ross then suggests a formula for multiplying their results together to generate a service pre-disposition rating. He also added a modifier to the calculation in the form of ‘deference’. In doing this he recognised the hierarchical relationship of guest and host in a

commercial context and suggested that the degree to which an individual felt deference to their client could influence how strongly they would respond on other dimensions. In testing his instrument proved both valid and reliable but crucially for the DBA research Lee-Ross did not explore any subsequent link between his results and business performance. However, the research arc to that point was similar to that proposed in this document with initial work leading to a conceptual framework through to the development and testing of a measurement instrument. On the link with business performance Lee-Ross's only comment is that 'scripts' could be used to normalise variability in the pre-disposition levels of staff, although according to Hochschild (2003) this approach could introduce undue levels of stress to staff and damage the authenticity of the service encounter from the perspective of the guest through the extended use of 'surface acting'.

Cran (1994) comments that many organisations use training to address poor service, or impose scripts and routines upon their staff as compensating measures. While he is highly critical of most selection tools as "time consuming or expensive and hence ineffective or inappropriate" (1994:35), he does argue the case for a 'service orientation' measure in the staff selection process. He argues that without an inherent service orientation, many staff simply pay lip service to learned behaviours which appear false to customers, and which, according to Hochschild (2003), are not sustainable in the long term. The work of Brown, Mowen, Donovan and Licata (2002) does not fully support the argument about lip-service, but did find that service orientation was a 'modifier' that had some impact on levels of customer service

perception. Although they discovered strong correlations between personality traits such as 'agreeableness' or 'conscientiousness' with that of performance, they found the link with 'service orientation' to be suggestive at best.

In their study of *customer* orientation Dienhart, Gregoire, Downey and Knight (1992) discovered that contextual factors could affect disposition. Their study revealed that older employees showed higher levels of customer orientation than their younger counterparts, and that job involvement, job satisfaction and job security were also positively correlated. This work was supported by later studies from Borman and Motowidlo (1993) on contextual performance and Mowen and Spears (1999) on surface traits. The literature review for the DBA has suggested that context may also be important in the factors that influence the relative strength of motives for hospitable behaviour, with religion, culture and commerce all emerging as important perspectives. Whatever the motives it appears important for service quality that hosts are able to connect on an emotional level with their guests, something that is unlikely unless they engage genuinely and fully with the hospitality interaction.

3.3.2 Emotional Labour

A challenge in the hospitality industry is that whatever the individual motives or propensity for hospitableness employers in the service sector increasingly place demands on their staff to behave in a way that is consistent with the brand rules of the business or industry context (Darke and Gurney, 2000) but that may not be consistent with the individual personality. For example bar staff are expected to be lively and engaging, Doctors caring and funeral

directors serious. These 'norms' may have been crafted after significant customer research and often lead to common standards of dress, vocabulary and conduct. Employers can spend significant sums of money communicating these standards to their teams and invest many hours in their training. These performance standards are often rooted in the psychology of the mirrored reaction, with employers demanding that their staff smile and are lively, positive and outgoing in the hope of provoking a response reflective of this in their customers while at the same time challenging staff to suppress any hint of negativity. Hochschild (2003) coined this process as 'The Managed Heart' when she studied the impact of this on staff, and acting out emotions that may not be truly felt. Mann (1999) labels this forced emotion 'emotional dissonance' noting that "this is the psychological strain experienced when there is a discrepancy between emotions felt and those expressed" (1999:349).

Cran (1994) puts forward an argument that service providers paying 'lip service' to their employer's behavioural expectations of them can come across as false, a discussion that can be traced back to the work of Rafaeli and Sutton who made the distinction between 'faking in bad faith' and 'faking in good faith' (1987:32). They in turn were building on original work by Hochschild (2003) in 'the managed heart' where she presented a powerful argument that employers who create a prescriptive approach to dress, language and behaviour risk creating a response in their staff of 'surface acting' as opposed to 'deep acting' where staff force themselves to 'feel' the required emotion that matches the surface level behaviour demanded by the

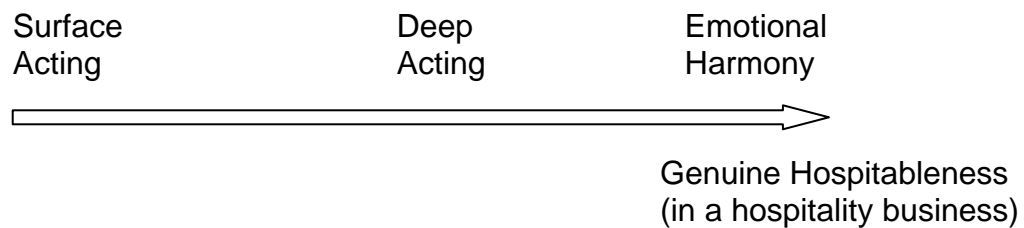
employer. Surface acting can be equated to 'lip service' and comprises of employees playing the role that is expected of them regardless of its consistency to their own internal belief system. While some surface acting can be expertly delivered and helps to create strong corporate brands, the implications for staff can include poor sustainability, low commitment and burnout. Considering the research aims of this document it could however be argued in contrast that employing staff who show a high natural propensity to hospitableness may produce an involuntary reaction of genuine hospitality at the point of service. This would ultimately deliver better standards of customer service in a sustainable way by protecting staff from the unsolicited stress caused when demanded behaviours are not in harmony with underlying motives and emotions.

By comparison deep acting is claimed by Hochschild (2003) to be more sustainable and involves the employee internalising the behaviours and emotions that are expected of them in their role. If these are consistent with the individual's belief system they are likely to bring a richness and depth to their role as a service provider, and ultimately they may not only act the part that has been asked of them but potentially become it. According to Austin, Dore and O'Donovan (2008) surface acting can generate significant occupational stress as opposed to the feelings of accomplishment that are a more likely outcome of deep acting. Given the importance of sustainability to brand standards, and the value of long-term staff to successful relationship building with customers there is arguably a role for recruitment that seeks to employ individuals with a similar belief system to that of the employer.

Rafaeli and Sutton describe the employment of individuals who closely match the emotional profile of their role as “emotional harmony” (1987:32), suggesting that where this occurs little or no acting is required and an ideal fit between individual and environment is achieved. This summarises succinctly the by-product of the instrument that the DBA research is seeking to create. While research question five attempts to understand relationships between employing naturally hospitable people and sales or other such indicators, should a positive correlation be found then Rafaeli and Sutton’s work would also suggest it to be a highly sustainable strategy. This ‘emotional harmony’ ultimately removes the need for the employee to engage in either deep or surface acting as this is something that is only necessitated when a mismatch occurs (Diefendorff et al., 2005). Brotheridge and Lee suggest that finding ‘emotional harmony’ is an appropriate strategy, proposing that surface acting is to be avoided as it is “significantly associated” (2003:375) with depersonalisation, emotional exhaustion and dissatisfaction. Both Aziz, Goldman and Olsen (2007) and Wildes (2007) argue that high levels of dissatisfaction are connected to high levels of labour turnover, something that is positively correlated to poor business performance in the hospitality industry (Lashley, 2003).

Brotheridge and Lee (2003) suggest that despite the preference to find employees capable of ‘emotional harmony’, the levels of acting described by Hochschild (2003) may in fact be a continuum and not mutually exclusive:

Figure 6: A Suggested Emotional Labour Continuum



They argue that even if an employee begins by exhibiting surface acting in order to conform to brand expectations, those with emotional intelligence will deliberately try to deep act by internalising the feelings they are portraying in order to protect themselves from stress, and that ultimately their changed emotional state will change to bring them into harmony. This is also something which Ashforth and Humphrey (1993) discovered, commenting that in many cases there is a risk of losing yourself in the part when deep acting, ‘impairing the authentic self’ and making it almost impossible to ‘turn back on’ the real you.

Kim (2008) explored the correlation between positive and negative display rules and both surface and deep acting, finding that positive rules (such as smiling) were closely correlated to deep acting while negative rules (such as no frowning) were associated with surface acting.

Overall the evidence from the literature review suggests merit in being able to identify and recruit naturally hospitable people who are in harmony with brand standards if employers wish to create a sustainable model that delivers a more authentic experience for the customer. It is this authenticity that the

literature suggests can make a meaningful difference to customer perceptions of service quality.

3.3.3 Service Quality

Taking the base assumption that some individuals have a higher natural disposition for customer service than others e.g. (Lee-Ross, 2000, Dienhart et al., 1992), many researchers have gone on to find a connection between this and service quality perceived by customers. Dienhart et al (1992) found that the higher the 'customer orientation' score for an individual, the higher the customer perception of quality. They also discovered that participants with this orientation were more "likeable, popular, and can contribute to the morale and cohesion of their work group" (1992:332).

Lashley asserts that primarily "hospitality management is...concerned with the operational, marketing, human resources, financial, quality and legal dimensions of the provision of food, and/or drink, and/or accommodation as commercial services. There is some reference to the importance of the appropriate emotional display, but these are seen as an adjunct to service performance" (2008a:80). However he goes on to argue that the hospitality transaction is in fact more than a simple service transaction because of the emotional dimension that replicates the guest-host relationship found throughout history in the domestic setting. He also implies that he agrees with Telfer's (2000) notion that commercial hospitality need not necessarily be inhospitable if at the point of delivery the provision of hospitality is genuinely given. Thus he argues, "hospitality [seen through a social lens] can be a

source of inspiration and guidance for better understanding the relationship between hosts and guests in hospitality commercial concerns” (Lashley, 2008a:82).

At the heart of his argument is the notion that hospitableness is an individual trait. The study of hospitality in the domestic, cultural and religious domains can thus inform and improve the provision of hospitality in the commercial context.

3.4 Conclusion

The literature search has refreshed and updated the understanding of hospitality and hospitableness taken from previous DBA documents, and has explored the connection between the concept of hosting and service quality. Although it is difficult to place hospitality a spectrum of service definitions such as that proposed by Lashley (1997) due to questions over levels of tangibility, it is clear that whichever framework is chosen the quality of the guest-host interaction can and does make a meaningful difference to customer perception of service quality.

To inform this interaction a number of authors (Telfer, 2000, Meyer, 2008, Jung, 1971, Mowen and Spears, 1999) argue that individuals have inherently different personality traits which express themselves in our behaviour. This expression is in turn influenced by a situational context with individuals being able to modify or adapt ‘surface traits’ (Hochschild, 2003) according to need. Where a mismatch occurs between individual personality traits and the

required behaviours of a job role, something Mann (1999) refers to as 'emotional dissonance', there not only exists the risk of stress (Brotheridge and Lee, 2003) but customers are likely to find the experience inauthentic.

Telfer (2000) argues that the authenticity of the hospitality experience is dependent on the motives of the host. She offers three that could be deemed as 'altruistic', which in her view comprises the only form of genuine hospitality. Other authors have suggested that there are numerous possible motives for providing hospitality, ranging from the fulfilment of a religious duty (Melwani, 2003, Derrida, 2002), to the elicitation of something in return (Selwyn, 2000, O'Gorman, 2007a), the desire to make a profit (Ritzer, 2007, Lashley, 2008a) or even the aspiration to seduce a potential partner. Each of these motives is informed by the study of hospitality through a social lens in the domestic and historical setting where hospitality is generally observed to be at its most 'pure' (Lashley, 2000). The literature review has confirmed the proposition that a personality trait of 'hospitableness' exists for which there are differing levels of individual propensity linked to motives which in turn influences the authenticity of the guest experience and ultimately service quality.

4. Background Research

4.1 Document Three

Document Three had the research question 'What are the sub-traits of hospitableness?' From the literature review conducted in Document Two it had become apparent that whilst there was an acknowledgement by authors of the notion of 'hospitableness' it was a concept many writers had failed to define. The theoretical basis behind the research question was that 'hospitableness' could be classed as a personality trait, and it was the sub-traits of it that this document was seeking to identify.

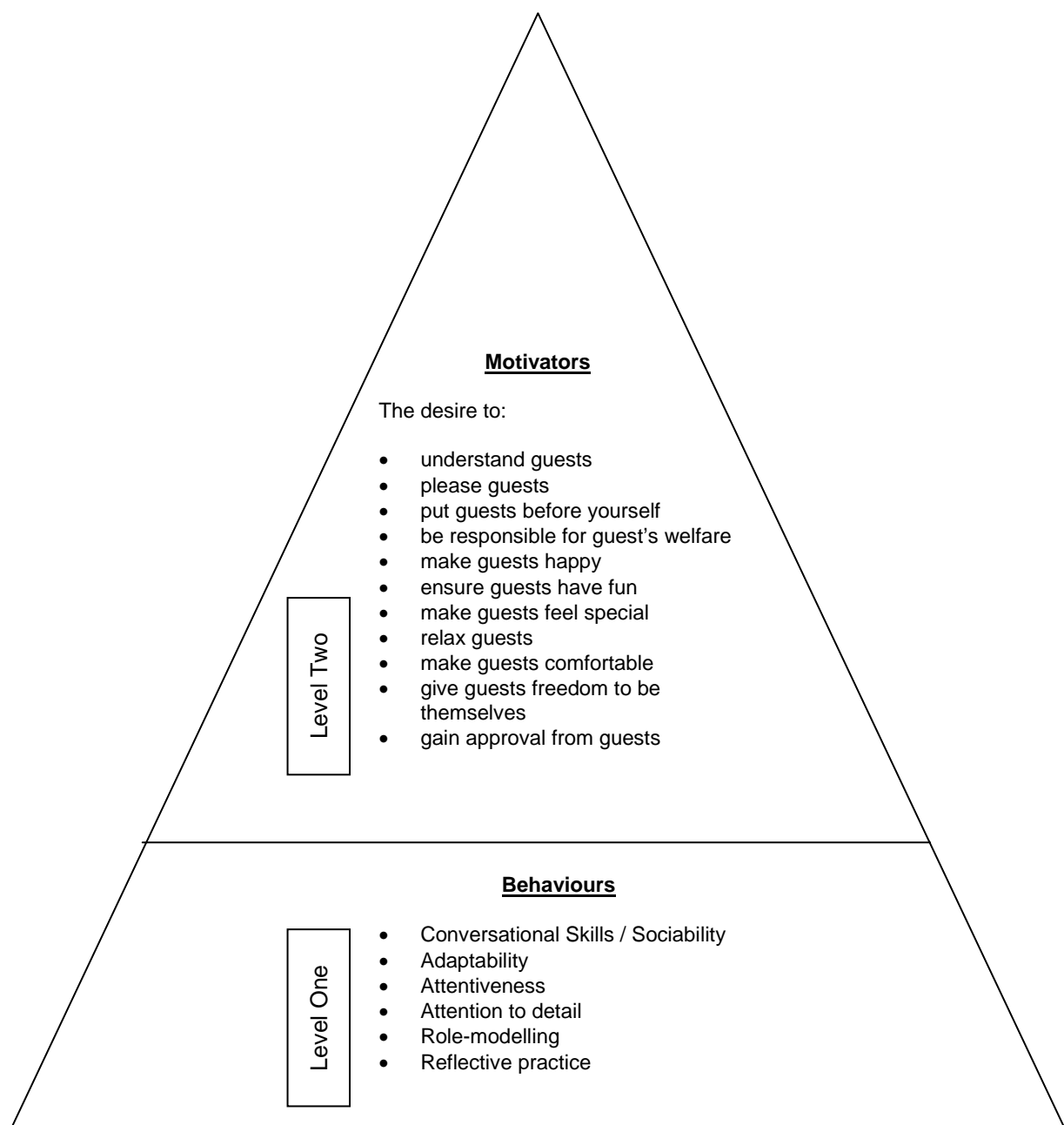
The Document reported on research that was undertaken using both structured survey questionnaires and participant observation. The questionnaires asked respondents questions about an event they had hosted which explored motivators, menu choices, table layouts, music choices, entertainment, emotions and behaviours. To compliment this, the researcher undertook an exercise that was similar in nature to the Channel Four programme 'Come Dine with Me'. In this a holiday cottage was rented and four couples (including the researcher and his wife) each took turns to host an evening. The choice of a neutral venue may have impacted on the authenticity of the findings as rules and boundaries that normally exist between host and guest and public and private space (Sweeney and Lynch, 2007) were not all present, however the choice of venue was made for entirely practical reasons associated with the geographic diversity of participants.

It was important to the researcher to conduct the study in a domestic setting given the body of writing that suggests this as the more authentic context for studies of hospitality e.g. (Lashley and Morrison, 2000), (Selwyn, 2000). Field notes were taken during each event and the hosting couple were debriefed to video camera the next morning. These interviews were then transcribed and analysed to seek patterns in the data. Methods such as word counts were used and an attempt to understand not only the literal but also the implied meanings behind interviewee comments. For example where a couple continually made references to the pressures of time in relation to cooking output or expressed a particular need for planning and organising the implication behind the literal meaning was that they had a strong behavioural interpretation of hosting as opposed to a more emotional one. The output of all three data sources (surveys, participant observation notes and video interviews) was then blended to identify common themes.

Viewed from the vantage point of a later stage in the DBA programme a criticism of the research is that on reflection not enough time was spent researching and selecting appropriate methods for qualitative analysis. It is for example possible to buy software to assist with this type of research and while some attempt was made to use techniques such as 'semiotic analysis' (Saussure, 2008) or discourse analysis (Bryman and Bell, 2007) it is reasonable to assert in hindsight that these were not fully understood or properly applied. The result was that the findings relied heavily on 'gut feel' and the researcher allowing sense to emerge from the wealth of data that had

been generated based on their own familiarity and understanding of the material in a process similar to that of grounded theory (Glaser and Strauss, 1967). From this a first conceptual framework emerged that identified twenty sub-traits of hospitableness across the two dimensions of 'motivators' and 'behaviours' (overleaf).

Figure 7: The Dimensions of Hospitableness



4.2 Document Four

Having established a two dimensional conceptual framework at the end of Document Three, Document Four sought to build a measurement instrument for the sub-traits of hospitableness that had been identified. It looked to answer three research questions:

1. To what extent can a reliable instrument be developed to measure the sub-traits of hospitableness as defined in the conceptual framework from Document Three?
2. What is the relationship between 'motivators' and 'behaviours' identified in the conceptual framework?
3. What is the impact of gender, age, marital status and work experience on responses to the hospitableness instrument?

Document Four built a questionnaire that was delivered online using software from the internet company 'SurveyMonkey' (Appendix 1). The original design of the questionnaire was such that participants were asked to determine between two paired statements, indicating which was 'more' and which was 'less' like them. This was crudely expected to create a measure of swing or bias between each of the two top level dimensions (motivators and behaviours) that the statements were aligned to. However this dichotomous style of questioning (2007) was eventually dismissed after questions over the mutual exclusivity of the scales began to emerge.

In the final design of the questionnaire respondents were asked to score sixty statements on a Likert scale of 0-7. There were three statements for each of the twenty dimensions of hospitableness identified in Document Three, with the dimensions split between motivators (10) and behaviours (10). For each dimension there were two positively worded statements and one negatively worded statement in best practise borrowed from Lee-Ross (1999). For analysis of the results the scores from the negatively worded statement were inverted, before firstly modal analysis, then boxplots and finally Spearman's Rho and Pearson tests were applied.

The survey was deployed to a convenience sample (Fisher, 2007:191) that consisted of a range of colleagues and friends previously known to the researcher. This drove a response rate of 72% which amounted to 33 completed surveys, although follow up of non-completions was impossible due to the anonymous nature of the data collection.

The research gathered data which was analysed using the SPSS proprietary software to look for question triplets that had a high probability of correlation and that could be said to behave reliably. The research followed Churchill Jr's model for instrument design (1979:66) that seeks to first establish reliability (where each statement measures it's related dimension with equal sensitivity) before then judging validity (i.e. is the instrument measuring what it purports to measure - in this case the sub-traits of hospitableness).

The statement bank had been designed using a review panel in an attempt to establish ‘face validity’ in the design (Furnham and Drakeley, 2000) which it was hoped would increase the prospect of higher reliability. The panel consisted of DBA supervisors and participants from the ethnographic research conducted in Document Three. The results of the questionnaire can be seen in the table below, mapped to show positive correlations that emerged when analysing data against modes, via box plot analysis or Spearman’s Rho / Person tests (colour shading indicates a correlation):

Table 2: Spearman & Pearson Correlation Results

Motivators					
	Mode	Boxplot	Pearson Correlation	Spearman Correlation	
Q1	6				Understanding guests' needs is an essential part of being a good host
Q3	6				As a host I really enjoy diagnosing what guests need and providing it
Q41	5				It is not important to understand guests individually
Q5	7				I get pleasure when guests are happy with my hospitality
Q15	6				I measure success by guests' happiness
Q42	6a				Guests' happiness is not my main motivation as a host
Q7	6				It is important to put my guests' enjoyment before my own
Q9	4				It is important to do whatever is necessary to ensure that guests have a great time
Q43	5				Guests can only be happy if I'm happy
Q11	5a				I enjoy taking responsibility for the wellbeing of guests
Q13	6				I find it motivating to take accountability for other people's welfare
Q44	4				Guests can look after themselves
Q17	4				I put fun above food quality in what's important to be a great host
Q19	7				I'm delighted when guests tell me that they've had fun
Q45	7				Hospitaleness' is simply about providing good food and drink
Q21	7				I get a natural high when I make my guests feel special
Q23	5				Guests should feel that the evening revolves around them
Q46	6				I don't need to make my guests feel special in order to be a great host
Q25	7				A great host enjoys knowing instinctively how to relax their guests
Q27	4				It's important that guests are able to forget their cares and concerns
Q47	7				Great hospitality isn't linked to guests feeling relaxed
Q29	5				* The comfort of my guests is most important to me
Q31	7				* I make sure that guests have the most comfortable chairs or beds
Q48	6				* Guests have to take me as they find me
Q33	7				I love it when guests feel at home
Q35	4				I have no desire to be the life and soul of the party
Q49	4				We have house rules and I expect guests to observe them
Q37	7				* I love getting great feedback from my guests
Q39	7				* It means the world to me when guests show their approval of my hospitality
Q50	1				* I don't go out of my way to seek feedback from my guests

*47/27 No Correlation

*29/48 No Correlation

*37/50 No Correlation

Behaviours					
	Mode	Boxplot	Pearson Correlation	Spearman Correlation	
Q2	5				The main role of a host is to keep the conversation flowing
Q4	5				I always ensure that guests are engaged in conversation
Q51	7				I leave guests to introduce themselves to each other
Q30	7				Being adaptable is vital to great hospitality
Q14	6				I'm always flexible around my guests' needs
Q52	6				When hosting I always stick rigidly to the plan for the evening
Q26	6				I am extremely attentive to guests
Q8	5				Great hospitality is measured by how attentive you are
Q53	4a				Most guests can look after themselves
Q6	5a				When hosting I try to feel at one with the guests
Q20	7				I try to get on the same wavelength as my guests
Q54	6				It's not important to be part of the group
Q24	7				I always concentrate on getting the details right when I have guests
Q38	7				It's the little things that matter
Q55	5a				Being detail conscious is not a critical skill for a host
Q34	7				I try to come across as a warm person
Q16	6				It is important that guests warm to me
Q56	7				I'm not bothered whether or not guests warm to me
Q36	5				I always lead by example when there are activities like games to play
Q12	6				If guests are not sure which cutlery to use I'll always go first
Q57	5				It's not the host's role to lead from the front
Q32	6				I always reflect back on previous times that I've hosted to see what I can do better
Q28	7				Great hosts learn from their past mistakes
Q58	7				I rarely look back at previous evenings to see what could be improved
Q10	6			*	Good planning is the most important part of being a host
Q22	6				I pride myself on being a well organised host
Q59	1			*	I prefer a fluid and natural approach to hosting
Q40	5				I spend most of my time as a host worrying about the timing of things
Q18	5				You can't be a good host if you have poor time management
Q60	3				Being punctual is not an essential part of being a good host

*59/10 No Correlation

Despite significant design effort by the end of document four it had been proved that the instrument lacked sufficient internal reliability to reject the null hypothesis with any confidence. From the twenty dimensions, two demonstrated no correlation between any of the statements and only six revealed a full three-way relationship. This was disappointing as it effectively invalidated work on research questions two and three in Document Two where conclusions would have been unsound had they been extrapolated from an unreliable instrument. In order to resolve the reliability issue twenty of

the sixty question statements would require re-writing if the instrument were to be carried forward to document five (this document).

Although the instrument did not produce an output that could be used for further analysis, the fact that the scores from respondents were largely similar in profile across both of the top-level dimensions of motivators and behaviours did create a tension in the conceptual framework about whether the sub-traits of hospitableness could actually be divided in a meaningful way. Spearman's Rho showed a 0.895 correlation between the two dimensions with 99% confidence suggesting that earlier arguments developed in the DBA journey that the two dimensions were mutually exclusive may have been wrong. The model had been built on Telfer's (2000) assertion that you don't have to be behaviourally skilled in order to be a great host, i.e. you could score highly on one dimension and not on the other. However, the results in Document Four suggested that people who are motivated to be hospitable are often those that understand and possess the required behaviours, and this revelation has led to a redefining of the conceptual framework for hospitableness in this document.

5. The New Conceptual Framework

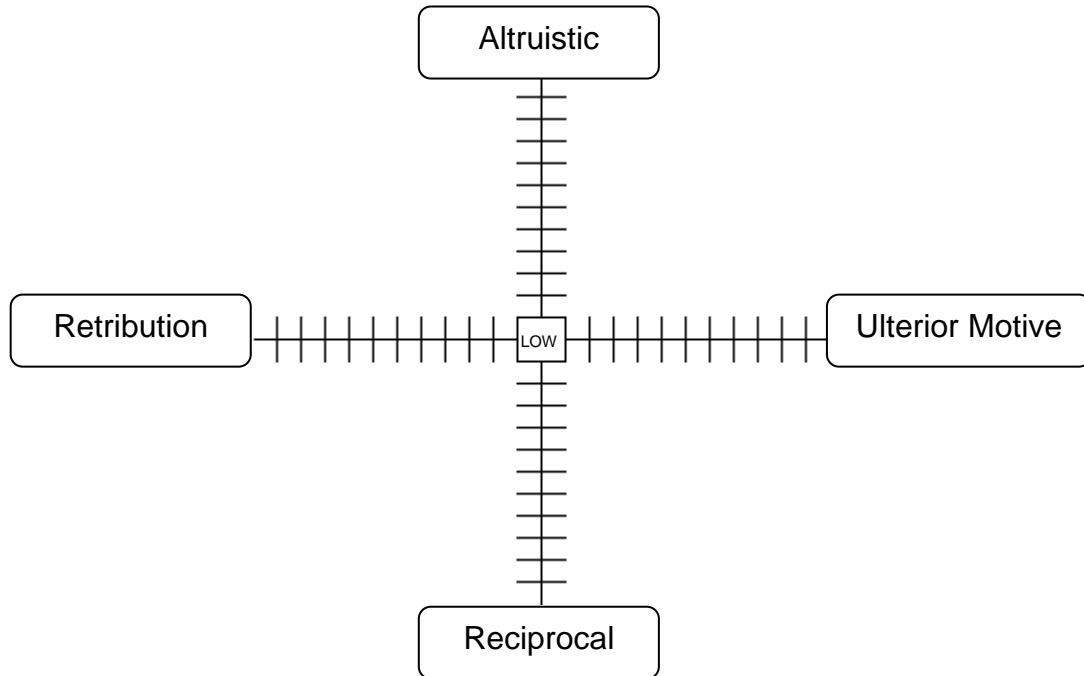
5.1 The Framework

The conceptual framework presented here is built on the reflections of earlier documents and moves away from the two-dimensional construct of hospitableness presented in Document Three that separated it into the behaviours and motivators. This framework removes 'behaviours', now arguing that these are 'learned' and not inherent personality traits (Jung, 1971, Myers and Briggs Myers, 1980) and that as such they can more easily be associated with the concept of 'hosting' than hospitableness.

The conceptual framework for this document (Document Five) focuses exclusively on 'motives' in an attempt to uncover the essence of hospitableness and draws on the categorisations of motives found in the literature review to provide a context. These were 'altruism' (Telfer, 2000), 'fear of heavenly retribution' (Heal, 1984, O'Gorman, 2007a), 'reciprocal' (Selwyn, 2000) and 'ulterior' e.g. profit or seduction (Ritzer, 2007).

Each motive is represented as a mutually exclusive scale, with individuals scoring against each independently of the other. It is likely that people are simultaneously motivated by different factors and the conceptual framework seeks to recognise this and acknowledge that in different situations or hosting contexts it is possible for the balance between motives to change.

Figure 8: A Conceptual Framework



- Altruistic – *motivated by a personal need to be hospitable*
- Reciprocal – *driven by the understanding that you have to give in order to receive*
- Retribution - *driven by religious imperative*
- Ulterior Motive - *hospitableness as a means to an end (e.g. seduction or profit)*

A fifth motive, 'the need to conform to social norms and pressures' was considered for the model but ultimately dismissed as elements of the proposed dimension could already be found in other parts of the conceptual framework. The dimension of 'Retribution' (religious obligation) closely maps to social norm conformance for religious communities, while Berkowitz (1972)

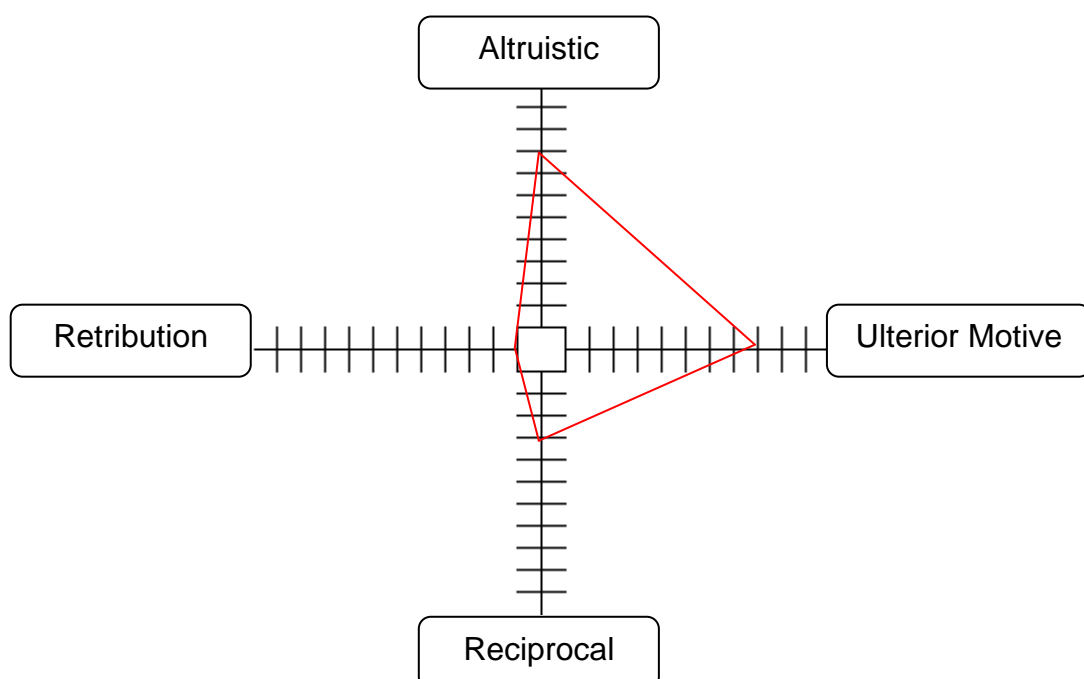
argues that in respect of reciprocity “although we sometimes go out of our way to help friends or even strangers, even this seeming altruism is supposedly only instrumental behaviour. We know that those we help are obligated to pay us back; their gratitude and appreciation promise future rewards” (1972:64). However social norms also fit with the ‘Altruism’ dimension, and Berkowitz does goes on to comment that there is actually “a far greater incidence of selfless action in behalf of others – even in the absence of reciprocal or anticipated benefits – than the usual form of exchange theory would have us believe” (1972:65). He argues that in this context people often act simply because ‘it’s the right thing to do’, out of empathy, or from a desire to uphold a norm that has been substantially internalised. Some are simply seeking approval from others. Given the high level of cross over between the desire to conform to social norms and other motives it was not possible to extract a ‘pure’ version that would sufficiently function as an independent variable.

Due to the joint constraints of time and word limits it is beyond the scope of this research to develop an instrument to measure hospitable motives on each of the four scales and the DBA work will focus solely on the dimension of ‘altruism’. The rationale for the choice of ‘altruism’ is that if we accept Telfer’s (2000) argument that some individuals may have a higher *natural* propensity to hospitableness than others then it is this scale (‘altruism’) that is most likely to identify those with inherent traits. Each of the other scales relates to motives that that are either selfish (e.g. reciprocity), or influenced by culture, society and religion (e.g. fear of retribution and ulterior motive). ‘Altruism’ is identified as Telfer (2000) as the only motive that leads to *genuine*

hospitableness and is therefore the one that research question five seeks to test for correlation with metrics of business performance.

It is also worth noting that individuals may have different motives at different times as to some degree hospitableness could be situational. The same pub landlord may have very different motives for hosting friends 'upstairs' compared to paying guests 'downstairs' in the pub. The argument that Telfer (2000) creates about hospitable people being drawn to work in the hospitality industry might immediately place respondents on two scales ('ulterior motive', and 'altruism'). It is likely therefore that the conceptual model would ultimately function as a 'spider diagram', graphically showing an individual's hospitableness profile around a spectrum and with the caveat that profiles may change dependent on the situational context:

Figure 9: An Example Hospitableness Profile



The example above shows a profile that you might find for an individual running a pub tenancy or guesthouse – someone that has a strong natural drive to be hospitable which attracted them into the industry, but who is equally motivated by the need to be profitable. They have some desire for reciprocity in hospitality in their private lives, but are not religious and do not register on the ‘fear of retribution’ scale.

5.2 Critical Reflection

The conceptual framework presented serves as a useful means of understanding the notion of different motives for hospitable behaviour, their mutual exclusivity and the argument that individuals can possess varying levels and types of motivation over time. It does not however claim to be the only lens that could be applied to these concepts, and indeed is open to criticism and challenge about the choices and labels that have been applied.

The definition of ‘ulterior motive’ as ‘providing hospitality as a means to an end’ accurately reflects the examples given in the notes to the framework that list the use of hospitality as a tool for the means of profit generation or as a method of seduction. However it could equally be argued that these two sub-sets of ‘ulterior motive hospitality’ should be quoted separately to form two independent dimensions of the model. The logic to this argument is that it could reasonably be asserted that both the ‘retribution’ and ‘reciprocal’ dimensions are also ultimately sub-dimensions of ‘ulterior motive hospitality’

because in both cases the host is seeking something in return for their hospitality. In the case of the 'retribution' dimension it is the avoidance of divine retribution for being inhospitable and the seeking of smooth passage to an eternal life (of whatever form is appropriate to a particular belief system). With 'reciprocal' hospitality it is the gift of a return invite that motivates the host. The ultimate choice to combine 'seduction' and 'profit' perhaps could be open to challenge as representing an arbitrary cultural and moral judgement that it is these two variables that are closest (or most sinister) in intent and therefore the more natural pairing if the number of dimensions on the model is to be limited.

Another criticism of the model is that it does not make clear that whatever the preferred *motive* the actual *behaviours* of the host and the quality of the hospitality given can be equal. Whether the host is giving hospitality altruistically or for profit, in either case the behaviours exhibited could be identical. What may change the behaviours is the strength of motive rather than the type – the higher the level of motivation the harder the host is likely to try to meet the guest's expectations of good hospitality.

While the layout of the model tries to avoid placing implicit value judgements against any of the dimensions both by setting them out evenly around the centre point and through the use of identical scales, the choice of labels could be deemed emotive. 'Retribution' may be less evocative if it were called 'Religious', and in UK culture at least the word 'Altruism' has a moral value that could be ascribed to it. 'Ulterior motive' has a negative connotation, being

described by the 2011 Encarta Dictionary as 'a second and underlying motive, usually a selfish or dishonourable one'. However the reason that the label was chosen was exactly because it plays to the first part of this definition in that the end motive of profit or seduction is normally suppressed from view during the host-guest experience. This is because it distracts from the illusion of a host being hospitable because they value (and want to please) the guest due to a genuine concern for others. However the fact that hosts wish to do this also suggests that despite the even nature of the dimensions in the model they ultimately believe that altruistic motives for hospitality are more highly prized by guests, something which is supported by earlier findings in previous DBA studies.

It is also this desire to emulate 'altruistic' hospitableness that informs the development of the hospitableness profiling instrument. Accepting Telfer's (2000) argument that this is the only 'genuine' form of hospitableness and the research hypothesis that hosts with a high propensity to altruistic hospitableness are likely to enjoy higher customer satisfaction ratings there is perhaps a strong argument to elevate this dimension over the others in the model. However at this point in the research not enough value could be ascribed to showing the scales three-dimensionally when balanced with the prospect that in a commercial application of the profiling tool it may be difficult to gain research access when selling a model to hospitality company executives that suggests their motives for hospitality to be of a lower order or moral value.

The decision to focus the development of a measurement tool on the dimension of 'altruism' could also be limiting in the commercial application of the profiling instrument. Although earlier DBA documents have argued that authenticity is important to customer satisfaction ratings in the guest-host experience, given the proposition in the conceptual framework that end behaviours from the host can be identical whatever their motives it would be useful to test whether it is the motives or behaviours that actually make a difference in the commercial setting. It is notable how many customer satisfaction surveys focus on physical and behavioural observations as their primary means of rating service quality. The survey from the pub company that hosted the research for this document is conducted by mystery shoppers and service quality is clearly measured through assessment of areas such as cleanliness or speed of service rather than the authenticity of hospitality. In post-DBA study it would be of interest to do further research on customer satisfaction in a hospitality setting to test whether the assumptions underpinning the conceptual framework about 'altruism' having the greatest impact are valid.

6. Methodology

6.1 The Research Paradigm

Clough and Nutbrown argue that the placement of research into traditional paradigms is unhelpful and that such decisions “can only be made in the light of specific situations and particular phenomena” (2007:18). They advocate a fluid approach where research can cross boundaries.

The DBA to this point, through the assessment criteria for Documents Three and Four, has forced research in one of two directions. Document Three was necessarily written from a phenomenological or interpretivist perspective and Document Four from a positivist or realist standpoint. In document five the student is able to make a choice and can align to the paradigm that is most appropriate for the field of study. In this document the general approach is positivist, with a degree of phenomenological interpretation of the findings.

6.1.1 Phenomenology

Phenomenology recognises that our understanding of the world is formed through our own experience of it and is therefore individual. Phenomenology holds multiple explanations for research observations and accepts that there can be no universal truth. It is often viewed interchangeably with interpretivism where researchers “develop their ideas through debate and conversations with themselves, in their heads, and with others...[and] form structures out of interpretations” (Fisher, 2007:48). Subjectivity is central is

phenomenology, with individuals past experience or mental maps (Argyris, 1999) affecting “how things appear to people – how people experience the world” (Fisher, 2007:51).

Glaser and Strauss’s ‘Grounded Theory’ (1967) fits firmly within the phenomenological paradigm. As opposed to the positivist approach of testing a hypothesis, grounded theorists believe that it is more informative to first gather data and then to allow sense to emerge from it. This was the approach used in Document Three to identify the traits of hospitableness where the lack of published material on the subject led the researcher to gather data from surveys and participant observation and then craft a conceptual framework from the results. This process was informed by a number of techniques for analysing qualitative data (although it should be noted that it was the general approach rather than detailed adherence to the specific method that led this stage of the research). Discourse analysis is a form of content analysis and in Document Three it was applied initially to transcripts of recorded semi-structured interviews by counting word usage and themes in order to extract repetitions of significance and patterns. By contrast semiotic analysis is more subtle and attempts to draw out hidden symbols from ‘signs’ in our language to uncover hidden meaning. Semiotic analysis is dual layered, with each sign consisting of a ‘signifier’ and the ‘signified’. The sign has a denotative element (that is the literal meaning of the word) and a connotative element (which is a link to a cultural or hidden meaning). The system of signs and symbols is culturally learned and acquired over time (Saussure, 2008). An example in Document Three was the use of the phrase ‘controlling the food’

by one respondent – at a denotative level this was simply about the preparation and timing of the meal, but at connotative level it signalled a wider and more deep-rooted belief that not only was food central to the hosting of an evening, so was a functional approach to organisation, timing and management of the event.

It had also been hoped to apply Flanagan's critical incident technique (1954) but ultimately the data captured did not lend itself to this due to the relative brevity of responses to the semi-structured questionnaires. The critical incident technique is usually applied in two stages with respondents to research first giving spontaneous accounts of an event before undergoing secondary questioning in an attempt to understand the key incidents and decision points that influenced the eventual outcomes.

Ethnography sits within the phenomenological family of methods and despite its traditional association with the study of remote tribes it is now often seen as "a way of collecting data through a process of participant observation in which the researcher becomes an active member of the group being studied" (Watson, 1994:6). Watson is passionate in his belief that it is also an opportunity not only to "add to the general body of knowledge of both research and researched [but] at the same time, inform the practical understanding of all those involved in the activities it examines" (1994:6). Watson indicates that participant observation should be bilateral, with the subjects of the study and their counterparts benefitting from the experience in addition to the researcher.

Whatever the choice of method a phenomenological paradigm allows a multiplicity of interpretations, recognising that there is no single meaning for a data set. It places greater emphasis on the researcher to argue a persuasive case (albeit in the context of mutual knowledge that there is no single right answer), and gives greater importance to the reader's ability to determine their own views in light of the analysis which has been put forward.

6.1.2 Positivism

Positivism (in direct contrast to phenomenology) holds objectivity at the core of understanding, believing that there is a universal truth to be discovered. Positivist researchers are often stereotyped as 'typical scientists', posing hypotheses which can be proved or disproved using powers of deduction (Bryman and Bell, 2007). The positivist paradigm is usually associated with quantitative methods – the use of numerical techniques - to analyse data. Document Four was a good example of this where statistical tests such as Spearman's Rho were used to identify correlations between responses to the hospitality measurement instrument. In this paradigm there were no multiplicities of possibilities, a correlation either did or did not exist.

This research document is undertaken from a largely positivist paradigm, continuing the development of the hospitableness profiling instrument from Document Four. However Romani, Primecz and Topcu (2011) note the potential value of multi-paradigm studies and call for a bi-paradigm approach where elements of a study are viewed from different perspectives that come

together to form the final narrative through a process of interplay. Taken as a whole the DBA research broadly achieves this aim, with the early work to develop the traits of hospitableness sitting within the phenomenological tradition and the later development of a profiling tool using largely statistical methods to test a positivist hypothesis concerning internal reliability. However the assessment of the instrument in areas such as 'validity' returns to a more phenomenological approach and these methods will now be examined in turn.

6.2 Methods

6.2.1 The Use of Personality Profiling Instruments for Measuring Hospitableness

There have been several attempts to create personality profiling instruments to measure service disposition, although none specifically for 'hospitableness'. The closest are those that seek to measure service or organisational disposition such as Lytle, Hom and Mokwa (1998) who developed a tool for measuring *organisational disposition* which defined the climate created by managers through 'policies, practise and procedure' as the key determinant in staff service quality. With clear parallels to the DBA work they argued the need for research that "(1) provides clear specification and measurement...(2) is managerially relevant, understandable, and useful, and (3) is psychometrically sound" (1998:456). The aim of the DBA research is to create a tool to measure an *individual's* natural disposition to hospitableness for use in the selection process of the hospitality trades. Underpinning this is the (yet to be tested) assumption that such people have a positive impact on customer satisfaction and sales.

6.2.2 Instrument Design Process

The research instrument for Document Five uses the same mechanism as for Document Four, a structured questionnaire with respondents scoring a series of linked statements on a Likert scale of 0-7 that attempt to measure the 'altruistic' dimension of hospitableness. The difference to the earlier instrument is that this time the focus is exclusively on one of the four potential and newly defined dimensions of hospitableness in the amended conceptual framework (that of altruism), as compared to the earlier attempt to measure respondents on a simple scale from motives to behaviour. That earlier scale had attempted to diagnose differences between mechanistic service-style hospitality and an individual's motives for providing hospitality. However this document has subsequently argued that the key to competitive advantage actually lies much more directly in the individual motives and personality traits of service staff given that behaviours can be trained and standardised. This change of focus in the instrument has been driven by the updated conceptual framework presented in this document which now argues that there are four mutually exclusive dimensions of hospitableness as opposed to the previous continuum-based model. The underlying logic that individuals who have a natural disposition to hospitableness are more likely to find 'emotional harmony' (Rafaeli and Sutton, 1987) remains, as does the hypothesis that such individuals are likely engender better service, high sales and greater customer loyalty.

The instrument was delivered exclusively on-line in Document Four, although in Document Five, once the instrument design was completed most

questionnaires were filled in by hand because of the deployment into a commercial setting with pub tenants in a public house environment.

Instrument design can be notoriously difficult with Melamed and Jackson cautioning that “such tests must be fit for purpose” (1995:11). Webster and Hung (1994) propose three criteria for measuring an instrument’s success – validity, reliability and practicability, which are similar to Churchill Jr’s (1979) earlier model of ‘validity, reliability and sensitivity’. According to Webster and Hung (1994) ‘practicability’ is about the ease of deployment of the instrument and accessibility of the results for analysis whereas Churchill (1979) had inferred this as part of his ‘validity’ test and instead was concerned that the instrument should be well tuned enough to genuinely discern between responses. In either case the flexibility to deploy a paper based version in a commercial business, the number of questions and the seven point Likert scale should satisfy the test.

Cook and Beckman define ‘validity’ as “the degree to which the conclusions derived from the results of any assessment are well grounded or justifiable” (2006:166), for example, does an instrument that purports to measure disposition to hospitableness actually do so? They go on to interpret this as whether or not the output of an instrument can be trusted for its’ intended purpose, and argue that this can only be proved through an evidence building process that attempts to *disprove* the hypothesis. They put forward five categories against which validity evidence should be captured, and the table below has been adapted to suggest which evidence specifically may be

appropriate in the evaluation of the DBA instrument as it is proposed to use this structure in this document.

Table 3: Validity Analysis Evidence Table

Content	Response Process	Internal Structure	Relations to Other Variables	Consequences
<ul style="list-style-type: none"> • Question standard • Qualifications of author to write questions (how well researched?) 	<ul style="list-style-type: none"> • Ease of use • Security of responses • Quality of data capture 	<ul style="list-style-type: none"> • Reliability 	<ul style="list-style-type: none"> • Correlation to external perceptions of hospitableness (e.g. from their manager) 	<ul style="list-style-type: none"> • Impact on sales performance

Cook and Beckman (2006) argue that the most important of these tests in sequential terms is that of internal reliability – they suggest that until this has been proven there is little merit in the others categories being explored.

The first of Cook and Beckman's (2006) criteria, 'content', links to the discussion of 'face validity' by Furnham and Drakeley (2000). 'Face Validity' they argue, is concerned with questions appearing 'at face value' to measure the dimensions they are linked to. In Document Four a panel of reviewers was used in an attempt to improve face validity of the questions and although the instrument ultimately did not pass later reliability tests, this process of refinement may have contributed to the fact that two thirds of the question bank was successful despite an overall failure. The 'panel' approach has been repeated for Document Five.

Cook and Beckman's (2006) second test of the 'response process' is relatively straightforward to judge. This can be measured by feedback from

respondents, the response rate, and the ease with which data captured can be manipulated (SurveyMonkey downloads directly into Microsoft Excel or SPSS). The third test, 'internal structure' is the same as Webster and Hung's (1994) or Churchill Jr's (1979) test of 'reliability'. It is usually measured through quantitative methods, and in Document Four this was specifically through the use of Spearman's Rho and Pearson tests to seek correlations between questions within each dimension. Reliability is achieved when variations in scores can genuinely be attributed to the dimension being measured and are not unduly influenced by random or un-associated factors. This can be notoriously difficult to achieve in the design of a personality profiling questionnaire with answers from raters often being affected by the rater's level of fatigue, interest and differing interpretations of imprecisely worded questions (Churchill Jr, 1979). It is in the design phase (Aladwani and Palvia, 2002) that some of these risks are mitigated through the creation of well worded questions and a user friendly interface. In documents four and five the statistical testing has sought a question bank with internal correlations using a 99% 2-tailed confidence interval.

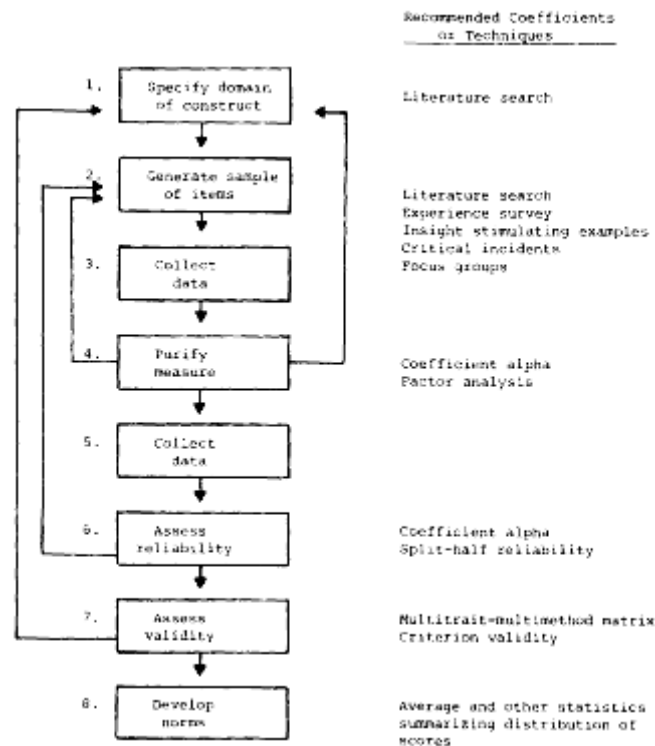
It is Cook and Beckman's (2006) fourth test, 'relations to other variables', that poses the greatest difficulty for the DBA research. This seeks to calibrate the instrument against a third party measure. The literature review for this and previous documents revealed that no existing test of 'hospitableness' exists. Amongst numerous psychometric testing devices Lee-Ross (1999) has developed a *service* pre-disposition instrument and Hogan, Hogan and Busch (1984) have a widely used personality inventory that is built on the 'big five'

personality types of 'extraversion', 'agreeableness', 'conscientiousness', 'emotional stability', and 'openness to experience' identified by Norman (1963). Each of these has similarities to the 'hospitableness instrument', but none that are close enough to be able to use in a calibration process. It may be that the approach used by Hogan et al (1984) where they calibrated staff results against manager performance ratings in the development of their HPI instrument has to be adopted, despite the inherent subjectivity of this as a measure.

The final part of Cook and Beckman's (2006) test 'consequences', can easily be measured through organisational performance data given the intended deployment of the hospitableness instrument into the pub industry although it should be noted that data available in the tenanted sector is limited given the more distant landlord / tenant relationship compared to a managed house environment. This test also checks the instrument output for unexpected consequences that may reveal a hidden flaw in the design.

The model chosen for instrument development in Document Four was that of Churchill Jr who offered a logical series of steps that progress from concept construction through to instrument design, data collection through piloting, reliability testing and validity analysis:

Figure 10: Suggested Procedure for Developing Better Measures



(Churchill Jr, 1979:66)

Churchill argues through this model that in order to develop a valid and reliable instrument a staged approach with feedback loops is appropriate, a technique that was successful for Lytle et al (1998) when they developed 'SERV*OR', and Dienhart et al (1992) in developing their service orientation instrument. Dienhart et al's work was particularly interesting because of the way in which they began not by constructing a conceptual framework but by constructing a list of 'best guess' statements. These were then subject to face-validity testing with restaurant managers before 'principle component analysis' was applied to work them back into groupings that would form their conceptual framework. Dienhart et al also included substantial numbers of

demographic questions which allowed them to conduct analysis by age, sex, marital status etc. While this makes for interesting analysis (e.g. Dienhart et al found 'age' to be positively correlated to customer orientation), it would ultimately be of little use in the DBA research which aims to deliver a selection tool. Positive discrimination on the grounds of race, religion, age, sex or marital status is currently illegal in the United Kingdom.

The DBA research in Documents Two and Three followed Churchill's (1979) first two steps, using a literature review, structured surveys, participant observation, interviews and a focus group to develop a conceptual framework and subsequent measures. Steps 3 – 4 were followed in Document Four when the measures were written into a questionnaire which was used to gather an initial round of data. Document Four ultimately concluded that the instrument lacked internal reliability; however that was not entirely unexpected for a first iteration and Churchill's model simply pushes the development process back to step two for refinement of the measures before further testing. This is the work that is being done in Document Five (this Document), along with progression through the remaining stages of the model. The added complexity in the DBA research is that as a consequence of the initial wave of results and a further literature review the conceptual framework on which the original questionnaire was based has now also been amended (see page 64), and so the instrument 'refinement' will in reality be a wider 're-design'.

An alternative approach would have been that of Kim, Leong and Lee (2005) who constructed an instrument using already validated scales from another

author. By importing these directly into their own tool they were able to avoid Churchill Jr's (1979) development process and move straight to deployment, allowing all of their research time to be spent collecting and analysing data. While the DBA research considered this approach it was ultimately dismissed due to the lack of an available instrument for measuring hospitableness from which to borrow the scales, and so a bespoke question bank was required.

6.2.3 Designing the Question Bank

The design of the question bank for the Document Five iteration of the Hospitableness Profiling Questionnaire followed a similar development path to the instrument in Document Four. In its' previous guise the questionnaire initially followed a 'paired statement' or 'dichotomous' format (Fisher, 2007), with respondents being asked to choose which of two statements was most like them or least like them.

Figure 11: An example of a paired statement question

5. Compare the following statements and decide which is relatively most like you and which is least like you:

	More like me	Less like me
It's important to do absolutely anything necessary to ensure that guests have a great time	<input type="radio"/>	<input type="radio"/>
I think that good planning is the most important part of being a good host	<input type="radio"/>	<input type="radio"/>

This format was designed to support a conceptual framework that described hospitableness as a continuum, with the intention that the either/or question structure would allow the researcher to discern which side of the scale the

respondent favoured. However, as it became evident that the two high level dimensions from the early conceptual framework of hospitableness may not be range based, the configuration was amended prior to deployment to a series of statements about hospitableness scored on a Likert scale. In Document Four twenty dimensions of hospitableness were defined (ten for behaviours and ten for motives), against which three question statements were aligned. Two of these were positively worded and one negatively worded. In order to check for reliability each statement was then tested for correlation against the other two corresponding questions within the triplet. If the instrument had proved reliable the next stage would have been to validate the measurement against an external reference point to ensure that each triplet, in addition to showing internal reliability, was actually measuring what it was designed to.

By Document Five, the conceptual framework had been amended to show four mutually exclusive dimensions of hospitableness (Altruism, Ulterior Motive, Reciprocity and Religion) and having made a decision to create an instrument to measure just one of these (altruism), the initial challenge was to define the sub-dimensions of the scale. To achieve this, key themes from the literature search were listed and grouped, with a name or category tag then applied to each grouping. Where similarity existed to pre-defined dimensions from the earlier hospitableness profiling instrument in Document Four this categorisation was carried across. Existing sub-dimensions from Document Four are shown in red, and new headings where no direct 'map' existed have been marked in blue.

Table 4: The Proposed Dimensions of Altruistic Hospitableness

Grouped Motives for genuine / altruistic hospitality from the literature search	Sub-Dimension (or map to existing category from Document Four)
<p>Benevolence (Heal 1984)</p> <p>Desire to please others arising from friendliness or benevolence (Telfer 1996)</p> <p>Public Spiritedness (Heal 1984)</p> <p>General friendliness and benevolence (Lashley 2008)</p>	<p>Desire to put guests before yourself (from Doc 4)</p>
<p>Empathy (Santich 2007)</p>	<p>Empathy (from Doc 4)</p>
<p>Desire to entertain friends (Ritzer 2007)</p> <p>Desire to entertain others (Ritzer 2007)</p> <p>A desire to entertain (Lashley 2008)</p>	<p>Desire to entertain</p>
<p>Compassion (Telfer 1996)</p> <p>Compassion (Ritzer 2007)</p> <p>Compassion (Heal 1984)</p>	<p>Warmth (from Doc 4)</p>
<p>Affectionateness (Heal 1984)</p> <p>Affection for others (Telfer 1996)</p>	<p>Desire to make guests feel special (from Doc 4)</p>
<p>Desire to protect others (Ritzer 2007)</p> <p>A need to help those in trouble (Lashley 2008)</p>	<p>Desire to be responsible for guest's welfare (from Doc 4)</p>
<p>Enjoyment of giving others pleasure (Ritzer 2007)</p> <p>Desire to make guests happy (Telfer 1996)</p> <p>Enjoyment of being hospitable (Telfer 2000)</p> <p>A desire for the pleasures of entertaining (Lashley 2008)</p>	<p>Desire to gain approval from guests (from Doc 4)</p>
<p>A desire to meet the societal and cultural obligations of hospitality (Telfer 2007)</p>	<p>A desire to meet other's expectations of a host</p>

<p>Concern for others (Telfer 1996)</p> <p>Desire to meet other's needs (Telfer 1996)</p> <p>The desire to meet another's need (Lashley 2008)</p> <p>Affection for people, concern for others, compassion (Lashley 2008)</p>	<p>Concern for others</p>
<p>Talent for being hospitable that you wish to share (Telfer 2000)</p> <p>A desire to have company or to make friends (Lashley 2008)</p>	<p>Desire to share a talent for hospitableness</p>
<p>Courtesy (Santich 2007)</p>	<p>Desire to make guests comfortable (from Doc 4)</p>
<p>Desire to help others (Ritzer 2007)</p> <p>Desire to serve others (Ritzer 2007)</p> <p>Desire to please others (Lashley 2008)</p>	<p>Desire to serve</p>

In total twelve sub-dimensions of altruistic hospitableness were proposed for the first draft, although with the risk acknowledged that the groupings of themes from the literature review was completed using an affinity diagram (Pyzdek, 2003:263) which is a subjective process based on opinion.

The advantage of mapping specific themes to categories from the earlier instrument was that where question statements had shown positive correlations in previous reliability testing it has been possible to bring them forward to the new questionnaire. For some of the existing dimensions all three questions from the original triplet could be re-used, or in some cases just two. As in Document Four the instrument continued to use a negatively worded question in each set of three as good practise borrowed from Lee-Ross (1999). Further questions were then developed for the gaps and new

categories. As in Table 4 existing items brought forward from Document Four are coded in red, and new questions developed for Document Five in blue.

Table 5: The Hospitableness Profiling Instrument Question Bank

Sub-Dimension (or map to existing category from Document Four)	Positively Worded Questions	Negatively Worded Questions
Desire to put guests before yourself (from Doc 4)	1. I put guests' enjoyment before my own 2. I do whatever is necessary to ensure that guests have a great time	3. Guests have to take me as they find me
Empathy (from Doc 4)	4. When hosting I try to feel at one with the guests 5. I try to get on the same wavelength as my guests	6. You don't have to be 'in tune' with your guests to be a good host
Desire to entertain	7. I enjoy entertaining people 8. I love playing host for my friends and family	9. Hosting can be a bit of a chore
Warmth (from Doc 4)	10. I try to come across as a warm person 11. It's important that guests warm to me	12. I'm not bothered whether or not guests warm to me
Desire to make guests feel special (from Doc 4)	13. I get a natural high when I make my guests feel special 14. Guests should feel that the evening revolves around them	15. I don't need to make my guests feel 'special' in order to be a great host
Desire to be responsible for guest's welfare (from Doc 4)	16. I enjoy taking responsibility for the wellbeing of guests 17. I find it motivating to take accountability for other people's welfare	18. Great hosts should focus solely on the provision of good food and drink
Desire to gain approval from guests (from Doc 4)	19. I love getting great feedback from my guests 20. It means the world to me when guests show their approval of my hospitality	21. I am not overly concerned with what guests think so long as I know that I've done a good job

A desire to meet other's expectations of a host	22. I always try to live up to my idea of what makes a good host 23. It's important to do the things that people expect of a good host	24. I'm not worried if I don't do the things people expect of a good host
Concern for others	25. I generally have concern for other people 26. I find myself worrying all the time whether other people are okay	27. I don't really stop to think about whether or not my guests are okay
Desire to share a talent for hospitableness	28. I love providing hospitality to other people 29. I enjoy using my talents of hospitality	30. I don't go out of my way to find opportunities for providing hospitality to others
Desire to make guests comfortable (from Doc 4)	31. The comfort of guests is most important to me 32. I make sure that guests have the most comfortable chairs or beds	33. Things like the comfort of chairs are not a high priority in the overall scheme of things
Desire to serve	34. I get pleasure from serving others 35. I seek out opportunities to help others	36. In my social life I prefer to be a guest than a host

In total the twelve sub-dimensions produced a question bank of 36 statements. It was expected that question statements shown in red would continue to show a high degree of correlation in the new instrument, although regardless of this expectation they were retested during reliability trials together with the new items using Spearman's Rho statistical analysis.

The process used for developing questions in Document Four was carried forward to Document Five, with initial drafting by the researcher reviewed by both the supervisory team and a small panel of participants drawn from the participant observation research conducted in Document Three.

The primary concern for reviewers during the question development process was 'face validity' (Furnham and Drakeley, 2000). In this context the concept of face validity raised two arguments: first that a question should at 'face value' measure what it purports to, but second, that the link is not so obvious that participants could second guess the 'correct' answer if the questionnaire was deployed in a commercial selection process.

Reviewers were also asked to assess the question structure, highlighting questions that were imprecise or contained double concepts. For example, 'I love playing host because I enjoy entertaining people' was ultimately split into 'I enjoy entertaining people' and 'I love playing host for my family and friends' (two question statements). This redrafting process also allowed the word count to shrink, as did the removal of phrases that should have been located in the stem or the introduction to the questionnaire such as 'When hosting...' or 'In my view...'

One change to this version of the instrument arose as a consequence of feedback on the Document Four iteration. Three potential respondents contacted the researcher to explain that they felt unable to complete the questionnaire as they were below the age of 21, had not got their own home (in which to host others) and did not therefore have the experience on which to base their answers. Given the aim of deploying the questionnaire into the hospitality industry this feedback presented a significant challenge because many of the potential participants who are likely to complete the instrument could fall into this age category and come across similar barriers. Reviewers

were thus asked to consider this problem when assessing questions, and while some statements necessarily remain about the subject of hosting (given that the instrument is testing for levels of hospitableness), they have now been written with the intention of them being possible to answer from a number of contexts, including as a member of staff in a hospitality outlet. The instructions at the beginning of the questionnaire were also amended to reflect this.

The scoring remained on an eight-point Likert scale (from 0-7). This proved popular in the earlier instrument with anecdotal feedback suggesting it to be a format that people understand and found easy to use. This is important when assessing the instrument against Webster and Hung's (1994) test of 'practicability' which reviews the ease with which the instrument is deployed and completed by respondents. The 0-7 scale was chosen so as to avoid a mid-point, forcing respondents to favour at least marginally either the 'agree' or 'disagree' sides of the scale. The instrument was also set up so that when completed electronically participants were unable to skip questions. By forcing a complete (and therefore identical) data set for each respondent comparative studies against control data were made much easier.

At the end of the questionnaire a number of biographical questions were asked about age, marital status and occupation. The purpose of including these was gleaned from the work of Dienhart, Gregoire, Downey and Knight (Dienhart et al., 1992) whose research found that bio-graphics such as marital status and level of education were not correlated to customer service focus,

although age was. The study of contextual factors may prove to be a rich post-DBA research seam and would follow in the tradition of work completed by Mowen and Spears (1999) and Borman and Motowidlo (1993). Document Five however focuses on the search to identify correlation between high natural disposition to hospitableness and commercial indicators such as sales growth or mystery visitor scores and so in this context deployment focussed specifically on the hospitableness profiling questions and didn't seek to capture biographical data.

6.2.4 Deployment

In Document Four the instrument was deployed over the World Wide Web using a commercial software platform. 'SurveyMonkey.com' allows users to create questionnaires in a variety of formats and that are hosted on the company's servers. The user is then able to email a link (web address) to participants who complete the questionnaire online. The advantage of this approach is that the proprietary software looks and feels professional, and provides easy access for all participants who have access to a broadband connection. The software can also be set to follow rules such as disallowing the skipping of questions or the randomisation of questions (which would reduce the risk of bias). However for those who don't have web access it is possible to print hard copies of the survey to be completed by hand, and these can then be manually entered into the database of responses which the software collates. Although this precludes the use of a question randomiser for deployment into industry it should be noted that the paper based format is most likely to be the final deployment method due to restricted access to

computer facilities in pubs, although as an alternative the use of hand-held devices could be considered or pre-surveys completed at home.

Churchill (1979) notes the reliability risks of any study where human beings are asked to respond to a survey. He comments that rating differences can easily be caused by the level of fatigue of the respondent, their mood or misinterpretations of the question statement. It is for this reason that the precision of wording in questions is so important, something that should be honed in the design phase of an instrument before deployment (Aladwani and Palvia, 2002). However errors are equally as likely to be caused by mechanical mistakes such as ticking the wrong box. One advantage of an online deployment is that the system will automatically prevent duplicate answers. A solution to this for paper based surveys has yet to be found.

Whatever the potential cause of rating error it is something that Churchill (1979) argues should be addressed through the piloting and refining stages of instrument development.

6.3 Refining the Instrument

6.3.1 Sample Selection

To test the newly designed question bank for internal consistency a 'convenience sample' (Fisher, 2007) of 30 people was selected, mimicking the method used for Document Four. The sample included personal and business contacts to create an element of diversity, although it was not formally stratified and due to the selection method it should be noted that

there was a risk of sampling error (Bryman and Bell, 2007:184). However the issue of practicality (Webster and Hung, 1994) was an important consideration and in order to quickly access a satisfactory population size the level of risk was deemed acceptable in the context that the purpose of the sample was to test the internal reliability of the instrument rather than gather wider data about how a population behaves (or in this case how hospitable it is).

The central limit theorem states that “Irrespective of the shape of the distribution of the population or universe, the distribution of average values of samples drawn from that universe will tend toward a normal distribution as the sample size grows” (Pyzdek, 2003:319). Whilst the confidence growth in this effect lessens when sample sizes reach 1000 or more (the growth curve flattens out), there is a generally accepted rule that it begins to function with sample sizes where $n=30$ or more (Bryman and Bell, 2007). This allows generalisations about the behaviour of the wider population to be made from a relatively small sample size, although it should be noted that the precision with which predictions can be made is a function of absolute (rather than relative) sample size. That is to say that sample of 1000 would be as accurate at predicting the behaviour of a population of 100,000 or 1,000,000, but not as accurate as a sample of 2000. In light of this not only the sample size but also the response rate are highly significant.

6.3.2 Response Rate

The response rate to the survey was 110% - impossible at face value but on closer examination something that was explained by the deployment method.

Thirty people were contacted via email and asked to complete the online version of the questionnaire. A number of individuals replied to the note and asked if they could forward the electronic link on to a friend or other contact. This was actively encouraged and with hindsight drove over completion of the survey although it does now mask the composition of the original sample as it is likely that not all of the original thirty actually completed the instrument (with the shortfall being substituted from this new source). However this may have introduced a greater degree of randomisation to the sample and have inadvertently augmented the validity of the results by increasing the spread.

Fisher (2007) notes that a response rate of greater than 30% is typical - a benchmark that has been significantly outperformed by the DBA survey. Although (as already acknowledged) convenience sampling carries the risk of sampling error, the evidence from Documents Four and Five suggest that it has the benefit of greatly increased response rates compared to other methods of deployment. It is hypothesised that the personal relationship between the researcher and participant engenders a higher likelihood of completion (72% in Document Four, and 110% in Document Five). This effect has been particularly beneficial with the DBA instrument because with the survey completion being anonymous it was impossible to investigate and chase non-completion.

6.3.3 Choice of Statistical Test

An interesting observation during the initial phases of analysis was the similarity between the results of the two chosen statistical tests. The rationale

for using both was inspired by the debate amongst statisticians about whether a Likert Scale produces ordinal or interval data. According to Bryman and Bell “measures like Likert scales produce strictly speaking ordinal variables. However many writers argue that they can be treated as though they produce interval/ratio variables because of the relatively large number of categories they produce” (2007:356). Bryman and Bell go on to describe the ‘Spearman’s rho’ test as being designed for use with ordinal data and ‘Pearson’s r’ test as being the most appropriate method for examining relationships between interval/ratio variables. The output format of both is identical (a value of 0 to 1 which describes the strength of a relationship).

In the instrument testing completed for Document Five both tests have found a similar number of correlations, albeit with minor differences in detail. For example the Pearson’s r test found no correlation between questions 13 and 14 where the Spearman’s rho test identified a weak (0.404) relationship with 95% confidence. Conversely the Pearson’s r test found a weak correlation (0.391 with 95% confidence) between questions 29 and 30 where Spearman’s rho found none. In no cases where a difference existed between the tests was the correlation found by a test to be ‘strong’ and so on the evidence presented either test would appear sufficient for analysing the correlations in the question bank. For additional assurance the responses generated in Document Four were also re-assessed and the same conclusion reached.

With this knowledge the statistical testing from this point on in the research journey was restricted to Spearman’s rho test for the practical reason of

reducing the amount of analysis required and the continued need for cross checking between test data. This decision assumes the literal interpretation of the Likert scale as producing ordinal variables (Spearman's rho being the appropriate test). On the evidence produced so far either statistical test could have been equally as valid and so the choice is made with some confidence that the outcomes of future analysis will not be significantly impacted by the selection. With the selection of test established the first attempt to assess the reliability of the re-designed instrument could be made.

6.3.4 Reliability Findings – first attempt

The thirty three completed surveys were downloaded into spreadsheet software and prepared for import into the academic statistical analysis package SPSS. This involved moving question data back into sequential order (they had been previously been randomised / re-distributed by the deployment software), and converting the negatively worded question results (Lee-Ross, 1999) into positive scores in order that correlation analysis would test like data. Sub totals were also added for each triplet.

The data was then imported into SPSS and reviewed for correlations using bi-variate analysis. This meant testing each triplet of questions by analysing each statement against the other two in order to establish whether they behaved in a similar way. The findings from the survey deployment were disappointing with only one sub-dimension (Desire to Entertain) showing a three way correlation between the question statements during statistical testing:

7. I enjoy entertaining people
8. I love playing host for my family and friends
9. Hosting can be a bit of a chore

This sub-dimension was also notable because it included a negatively phrased question that demonstrated a relationship with the other positively worded questions whereas the general trend was for such statements to lack correlation to the others in their triplet. For example in ten of the twelve sub-dimensions there were positive correlations with a 2-tailed 95% or greater significance between the pairs of positively worded statements. In contrast only six of the twelve triplets contained a negatively worded question that correlated to one other statement.

It had been hoped that a greater number of question sets would show internal consistency, the next stage then being to seek internally reliable triplets that would correlate against the sub-totals of others. However this was not possible and in most cases the null hypothesis had to be accepted. The findings were particularly unsatisfactory because so many questions had been carried over from the instrument in Document Four. Only those that mapped to the new conceptual framework and had shown a correlation were used and it had been a reasonable assumption given the 95% confidence level that the correlations previously demonstrated would be carried over. Six of the seven two way correlations between positively worded statements that were carried

over were still found to exist, although one did fail the test in the Document Five instrument. However, of the two negatively worded statements that had previously correlated to both of their positively worded counterparts, neither maintained a relationship with more than one other statement.

Table 6: Document Four Statements Tested for Ongoing Correlation

Sub-Dimension	Positive Questions	Negative Questions	Still Correlate?
Desire to put guests before yourself (from Doc 4)	1. I put guests' enjoyment before my own 2. I do whatever is necessary to ensure that guests have a great time		Yes
Empathy (from Doc 4)	4. When hosting I try to feel at one with the guests 5. I try to get on the same wavelength as my guests		Yes
Warmth (from Doc 4)	10. I try to come across as a warm person 11. It's important that guests warm to me	12. I'm not bothered whether or not guests warm to me	10&11 – Yes 11&12 – Yes 10&12 - No
Desire to make guests feel special (from Doc 4)	13. I get a natural high when I make my guests feel special 14. Guests should feel that the evening revolves around them	15. I don't need to make my guests feel 'special' in order to be a great host	13&14 – Yes 13&15 – No 14&15 - No
Desire to be responsible for guest's welfare (from Doc 4)	16. I enjoy taking responsibility for the wellbeing of guests 17. I find it motivating to take accountability for other people's welfare		Yes
Desire to gain approval from guests (from Doc 4)	19. I love getting great feedback from my guests 20. It means the world to me when guests show their approval of my hospitality		No
Desire to make guests comfortable (from Doc 4)	31. The comfort of guests is most important to me 32. I make sure that guests have the most comfortable chairs or beds		Yes

It was expected that where a correlating statement pair had been carried over from Document Four there would be strong likelihood of having developed a third question that would have shown a correlation. In many cases it was the negatively worded question in each set that had failed in the previous iteration of the survey and the development of a replacement was informed by the design of its predecessor. It was therefore unfortunate that the newly designed questions in Document Five also in general terms failed to ‘work’, although it raised an interesting question about whether there was something innately problematic about a negatively phrased question contained in a survey about an inherently positive subject. In light of the instrument’s lack of statistical reliability it was necessary to amend the question bank to create a second attempt at crafting a set of statements would respond in a predictable way relative to each other.

6.3.5 Reliability Findings – second attempt

In response to two failed instrument designs (one in each of Documents Four and Five) a short study was undertaken to test the hypothesis that the problem was being caused by the tone of the negatively worded statements. The twelve negatively worded questions were re-written be positively phrased:

Table 7: Negative and Positively Worded Statements

Negatively Worded Questions	Positive Phrasing
3. Guests have to take me as they find me	I always prepare for guests, even if it puts me out
6. You don't have to be 'in tune' with your guests to be a good host	You should definitely be in tune with your guests to be a good host
9. Hosting can be a bit of a chore	Hosting is never a chore
12. I'm not bothered whether or not guests warm to me	I am always bothered whether or not guests warm to me

15. I don't need to make my guests feel 'special' in order to be a great host	A great host should make their guests feel special
18. Great hosts should focus on the provision of good food and drink	Great hosts should focus on more than just the provision of food and drink
21. I am not overly concerned with what guests think so long as I know that I've done a good job	I am always concerned with what guests think of my hospitality
24. I'm not worried if I don't do the things people expect of a good host	I am anxious if I don't do the things people expect of a good host
27. I don't really stop to think about whether or not my guests are okay	I regularly think about whether or not I'm meeting my guests needs
30. I don't go out of my way to find opportunities for providing hospitality to others	I seek out opportunities for providing hospitality to others
33. Things like the comfort of chairs are not a high priority in the overall scheme of things	Things like the furniture are an equally important part of the hospitality mix
36. In my social life I prefer to be a guest than a host	In my social life I prefer to be a host than a guest

The questionnaire was distributed to 12 of the original Document Five sample group who were asked to complete the survey again. Although small it was intended that the results would give an indication of whether or not the level of correlation was likely to change significantly as a consequence of the re-write before testing in a wider deployment. As with the main instrument design the results were separated into triplets and analysed using 'Spearman's rho'.

The tests found that the number of correlations of negatively phrased statements to positively worded questions only increased from 7 to 9 (out of 24 possibilities). The size of the increase was disappointing and indicated that the hypothesis that the third question in each triplet did not work because it was a negatively phrased statement (in a survey about an inherently positive subject - hospitality) was incorrect. The null hypothesis was therefore accepted and the re-phrased survey did not proceed to further testing with a larger sample size.

Another interesting finding was that the number of correlations overall decreased in the instrument when it was completed with all of the questions being positively worded – from 17 to 15 correlations (out of a possible 36). Much of this might be explained by the small sample size of the second survey (suggesting less reliable results), but it is possible that the data may also have been impacted by the statements being answered in a different context. It is conceivable that an all positive statement bank generates a different response to each question compared to a bank where participants are moving backwards and forwards in the their scoring between positive and negative. However, within the constraints of the DBA study this phenomenon can only be sign-posted as a potential area for post-qualification study and it will not be taken further at this time.

Having now failed on two occasions in Documents Five to design a question bank that could demonstrate internal reliability within each triplet of question statements (and by extension create consistency between sub-dimensions) it was evident that a new approach was needed.

6.3.6 Reliability Findings – third attempt

The number of statement correlations fell in Document Five compared to Document Four and so it was reasonable to assume based on past evidence that another re-write may not necessarily improve the performance of the instrument. Conscious that the opinion of the panel of reviewers on both occasions had been that the question statements had face validity and that

the re-writing of negatively worded statements had failed to have a positive impact there was not an obvious starting point from which to redevelop the instrument.

It was in this context that a counter-intuitive hypothesis developed that the instrument may potentially have a strong question bank but that the groupings of statements and subsequent alignment into categories had been incorrect. The existing design had been led by attempting to group together themes from the literature review using an affinity diagram, but as an opinion-based method it was conceivable that these groupings had been inaccurate. If so the questions may have appeared against the wrong sub-dimensions which in turn were leading to an unreliable output.

To test this the question statements from the original Document Five survey were re-loaded in the statistical analysis package and Spearman's rho was calculated for every possible combination across the whole statement bank looking for correlations with 2-tailed significance (i.e. that the relationship could be positive or negative). The results were immediately of interest with every statement showing correlations with numerous others outside their initial triplet of questions at both 95% and 99% confidence levels. It appeared that contrary to the original findings it might be possible to reject the null hypothesis and that the design flaw with the instrument may in part have been attributable to the arbitrary grouping of literature review themes.

It was then possible to re-design the question bank using a very different process to that of the first two attempts, with a manual intervention seeking to build 'buckets' of question statements that correlated against each other in a method similar to that used by Dienhart et al (1992). Using this system it quickly became obvious that groups of more than three questions could be found and in some cases the number of inter-correlating questions was as high as seven. Some of the early collections are shown in the table below (by question number) using a confidence interval of either 95 or 99%:

Table 8: Example Correlated Question Sets

7	8	9	28	29		
1	2	4	16	22	31	
13	20	23	34	35		
3	6	15	21	24	27	33
5	14	17	18			

Conscious of the small sample size (n=33) the questions were then re-examined to seek cross correlations that showed as significant with 99% confidence. This reduced the number of statements and led to a decision about how many question statements should feature within each 'bucket'. The number that appeared to provide the optimum balance and that maximised the number of 'question sets' was four or five statements per group.

Some of the statements could sit in more than one question bucket (sub dimension) as they correlated with a high number of others and this, combined with an uneven initial distribution, allowed a degree of re-allocation in order to balance each question set. To achieve this, once an initial distribution had been achieved the questions were then mapped back to the original literature review findings and consequent sub-dimensions that had inspired their creation. This led to a re-evaluation, of which themes from the literature should be grouped together with some being changed based on the new question groupings. These were then tested for face validity. Where questions did not appear to fit, a similar process was used for the allocation and re-allocation of questions with each question location being tested for face validity against the other statements in the group. The result of this work was that final grouping of questions and literature themes became quite different from the initial conception although they appeared logical when reviewed as a whole. Once this had been achieved each of the new sub dimensions were named (see Appendix 2 for the full text of new questions).

Table 9: Final Question Sets & Sub Dimension Names

Desire to share a talent for hospitality	7	8	9	29
Desire to put guests before yourself	1	2	22	31
Desire to make guests happy	13	20	23	35
Negatively phrased questions	6	15	27	33
Desire to make guests feel special	4	5	14	16

It can be seen from the table on the previous page that the optimal number of questions per dimension was set at four as this balanced the need for volume together with the flexibility to choose questions demonstrating the highest level of correlation and face validity. The continued inclusion of negatively worded questions was designed to test the behaviours of the instrument, with these questions logically enjoying a negative correlation with the other sub-dimensions. In each of the four categories the question statements now demonstrated internal reliability with 99% confidence.

An alternative to this approach of re-building the question bank would have been to have used factor analysis. This also seeks to group variables with high levels of correlation suggesting that they are actually signifiers for a larger, unspecified variable (e.g. 'general intelligence' if you were to correlate academic exam results). Factor Analysis was not used in the DBA research because it was deemed not to add anything that the manual process couldn't achieve (with the latter having the additional benefit of being closer to the granularity of the data). There is also a risk in factor analysis of similar items (that are distinct from others in the data set) being assigned a single factor when other more interesting or slightly less obvious relationships may exist that are overlooked.

The final stage of the instrument development was to test the consistency between each sub-dimension (factor) identified. To achieve this, the scores for each of the four statements were totalled by sub-dimension across the 33

responses. These sub-dimension totals were then analysed using Spearman's rho test to look for correlations:

Table 10: Spearman's rho test of sub-dimensions

		Correlations				
		Desire to share a talent for hospitableness	Desire to put guests before yourself	Desire to make guests happy	Negatively phrased questions	Desire to make guests feel special
Spearman's rho	Desire to share a talent for hospitableness	Correlation Coefficient Sig. (2-tailed)	1.000 .	.266 .135	.268 .131	-.205 .252
	Desire to put guests before yourself	Correlation Coefficient Sig. (2-tailed)	.266 .135	1.000 .	.625** .000	.152 .398
	Desire to make guests happy	Correlation Coefficient Sig. (2-tailed)	.268 .131	.625** .000	1.000 .	.287 .106
	Negatively phrased questions	Correlation Coefficient Sig. (2-tailed)	-.205 .252	.152 .398	.287 .106	1.000 .
	Desire to make guests feel special	Correlation Coefficient Sig. (2-tailed)	.325 .065	.724** .000	.693** .000	.097 .590

The results were surprising with three sub-dimensions showing strong correlations with 2-tailed 99% confidence. However the other two categories ('desire to share a talent for hospitableness' and 'negatively phrased questions') didn't correlate at all. This meant that the final instrument design could only produce thirteen questions (from a starting point of sixty in Document Four) that genuinely offered internal reliability. To deploy such an instrument into industry would have the undoubted benefit of being quick to complete for respondents, but would carry the risk that it would lack face validity due the small number of questions. Respondents might also challenge how so few questions could be a reliable predictor of a personality trait. However in context it should be noted that the development of the

instrument for this document has focussed on a single arm of a four pronged conceptual model of hospitableness (the others to be developed in post-doctorate research). These thirteen questions are targeted at the dimension of 'altruistic' hospitableness and assuming a similar number of internally consistent questions could be developed for the other three dimensions of hospitable motives (Reciprocal, Retribution and Ulterior Motive) it is reasonable to assume that the final question bank would comprise a minimum of 48 questions, a level that is likely to have a higher credibility with potential users of the questionnaire. The actual wording of the thirteen 'reliable' questions can be found in the table below:

Table 11: The final question bank

Desire to put guests before yourself	<p>I put guests' enjoyment before my own</p> <p>I do whatever is necessary to ensure that guests have a great time</p> <p>I always try to live up to my idea of what makes a good host</p> <p>The comfort of guests is most important to me</p>
Desire to make guests happy	<p>I get a natural high when I make my guests feel special</p> <p>I enjoy taking responsibility for the wellbeing of guests</p> <p>It means the world to me when guests show their approval of my hospitality</p> <p>It's important to do the things that people expect of a good host</p> <p>I seek out opportunities to help others</p>
Desire to make guests feel special	<p>When hosting I try to feel at one with the guests</p> <p>I try to get on the same wavelength as my guests</p> <p>Guests should feel that the evening revolves around them</p> <p>I find it motivating to take accountability for other people's welfare</p>

Although the question statements correlate within their sub-dimensions and the sub-dimensions correlate against each other an easily identified risk with the questions is that due to high face validity it would be easy for a respondent to second guess the appropriate score in a selection process. This has not been an issue during development because the instrument has been completed without the added complexity of being used as a recruitment tool. However if people are asked to undertake the instrument as part of a job application it could lead to disingenuous responses as job-seekers attempt to improve their chances of selection.

To counter this potential bias and mindful of the manner in which question scoring changed across all statements when negatively worded phrasing was removed it was decided to deploy the instrument into industry for the final part of the research with many of the non-correlating questions still in the questionnaire. Only those showing fewer than four correlations to other questions at the 99% significance level were removed. The rationale of deploying 'failed questions' was to help 'disguise' the critical few questions that aimed to profile the altruistic dimension of hospitableness in order to reduce the opportunity for cheating on the survey. By including the negatively worded questions it was also hoped that the risk of respondents simply scoring everything 'high' would be reduced. In addition, by providing the original context for the questions (i.e. most of the initial question bank) it was expected that there would be greater consistency in the results produced with the pilot data analysed above. The removal of the most poorly performing

question statements leaves respondents with thirty two questions to answer. The generation of an 'altruistic' hospitableness rating will however still be based on the thirteen questions that showed internal consistency, with analysis of the others simply being conducted as a check of instrument functionality (i.e. do question buckets 'desire to share a talent for hospitableness' and 'negatively phrased questions' still show internal reliability within their dimension) and to see if further correlations emerge as the sample size increased over time. The larger question bank may also prove to have greater face validity with respondents and potential employers who might have felt that thirteen questions alone would be insufficient to generate a true rating of hospitableness.

This is an issue that would dissipate when question sets for the other three dimensions of hospitableness come on line post DBA as further questions will be developed which could not only replace defunct 'Altruistic' questions, but would also augment the question bank overall. However it remained a weak point for the Document Five instrument and so prior to deployment an approach to extending the bank of thirteen profiling statements was developed.

6.3.7 Extending the Question Bank – Fourth Attempt

Mindful of face validity and keen to generate a more substantive question bank from which to take the altruistic hospitableness profile an additional and supplementary survey was developed in a different style to existing iterations of the instrument. Taking the final question statement bank as a source,

together with dictionary searches for synonyms of keywords associated with hospitality and hospitableness a list of forty potential personality traits was generated in an approach similar to that of Johns, Henwood and Seaman (2007). The prefix 'b' before the question number signifies the intention to use these traits as a potential 'part b' of the hospitableness instrument:

Table 12: The Personality Traits Question Bank

b1	Charitable	b21	Comforting
b2	Friendly	b22	A need to help others
b3	Empathetic	b23	Reflective
b4	Entertainer	b24	Caring
b5	Warm	b25	Selfless
b6	A need to protect others	b26	A need to serve others
b7	Compassionate	b27	Proactive
b8	Happy	b28	Kind
b9	An affection for others	b29	Generous
b10	A sense of duty	b30	Public spirited
b11	A need to conform	b31	Welcoming
b12	Pleasure seeker	b32	Open
b13	A need for approval	b33	Sociable
b14	Accountable	b34	A need for company
b15	A concern for others	b35	Cheerful
b16	A need to share with others	b36	Amusing
b17	Courteous	b37	Delightful
b18	Responsible	b38	Satisfied
b19	A desire to please	b39	A need to provide for others
b20	Talented	b40	Giving

These were deployed to the same convenience sample as for the previous versions of the instrument, once more using the web-based software 'SurveyMonkey'. Respondents were asked to score how strongly they recognised each trait in themselves, again on a Likert scale from 0-7. This scale was chosen in order that it matched the existing instrument to facilitate greater ease of comparison and correlation analysis between the two sets of findings.

Twenty six responses were received and the data was analysed using exactly the same method as for the main survey instrument. All results were reviewed for correlations using the Spearman's Rho test, creating a matrix of responses to look for groupings of traits that would demonstrate internal consistency. After a period of experimentation and 'horse trading' a number of question sets began to emerge. From the forty statements five groups of four questions (fifty percent of the total question bank) were found to correlate internally.

Table 13: Sets of Correlating Personality Traits

Group 1	b1	Charitable	Group 4	b7	Compassionate
	b15	A concern for others		b22	A need to help others
	b16	A need to share with others		b24	Caring
	b40	Giving		b25	Selfless
Group 2	b2	Friendly	Group 5	b4	Entertainer
	b9	An affection for others		b33	Sociable
	b28	Kind		b35	Cheerful
	b31	Welcoming		b36	Amusing
Group 3	b5	Warm	Group 5	b4	Entertainer
	b21	Comforting		b33	Sociable
	b29	Generous		b35	Cheerful
	b37	Delightful		b36	Amusing

The group totals were then analysed to seek correlations between them and groupings 1, 2, 3 and 4 were found to correlate at the 99% significance level using the Spearman's Rho test (the results can be seen in Table 14):

Table 14: Correlating Question Groups

Correlations			Group 1	Group 2	Group 3	Group 4
Spearman's rho	Group 1	Correlation Coefficient	1.000	.616**	.638**	.700**
		Sig. (2-tailed)	.	.001	.000	.000
		N	27	27	27	27
	Group 2	Correlation Coefficient	.616**	1.000	.885**	.538**
		Sig. (2-tailed)	.001	.	.000	.004
		N	27	27	27	27
	Group 3	Correlation Coefficient	.638**	.885**	1.000	.609**
		Sig. (2-tailed)	.000	.000	.	.001
		N	27	27	27	27
	Group 4	Correlation Coefficient	.700**	.538**	.609**	1.000
		Sig. (2-tailed)	.000	.004	.001	.
		N	27	27	27	27

Question group 5, while showing internal consistency did not correlate with the groupings 1 or 4 although did show a correlation with groups 2 and 3. However on the basis of the desire to create the widest possible question bank groups 1, 2, 3 and 4 were taken together as the profiling question statements because they collectively generated sixteen questions as opposed to the twelve that combining groups 2, 3 and 5 would have delivered.

The results generated by this alternate approach validated the possibility of creating an enhanced survey by joining the initial question bank to the new 'personality traits' based instrument, i.e. creating a profiling question set of up to 29 questions (thirteen plus sixteen). However, because all surveys had been completed anonymously and without any form of identifier it was impossible to try and correlate the two question banks against each other at this stage of the research. Mindful of this, but keen to progress into testing within a commercial environment a final instrument design was created for the

purpose of deployment in two parts – section ‘a’, with thirty two questions from the original statement bank (of which thirteen would be used for the hospitableness profile), and section ‘b’, with a further forty eight questions (which included some new statements added for testing during the final deployment). With section ‘b’, although only sixteen of the questions would be used to form the ‘hospitableness map’ as with section ‘a’ the wider bank was left in to create a stronger face validity and to maintain the answering context of the pilot study. Again, it was also intended to make it harder for a potential job applicant to ‘cheat’ given that they would be unawares of the key questions that lead to the final profile score.

6.4 Conclusion

There is a strong body of research in the development of personality profiling techniques (Churchill Jr, 1979, Lee-Ross, 2000, Cattell et al., 1970, Hogan et al., 1996, Myers and Briggs Myers, 1980) but none that focuses specifically on the detection of propensity for hospitableness. The creation of a functioning question bank which demonstrated internal reliability for DBA instrument has proved to be complex with several iterations tested before a final version could be established.

The piloting of successive versions of the instrument was challenging with an over used convenience sample (Fisher, 2007) providing the most practical way of quickly achieving a response rate that was sufficiently large for statistical analysis. This carried a risk of sampling error, but one that was outweighed by the need to quickly and efficiently access data in the context of

deadlines imposed by the DBA programme. The risk was also mitigated by the fact that at this stage of the research the information was exclusively used to test for statistical reliability and not to search for patterns or to extrapolate assumptions about a population's natural levels of hospitableness.

The discovery that arbitrary groupings of question statements (however well informed the categories were by the literature review) masked relationships between the variables in the data was significant and allowed development of the instrument to progress from a state of impasse. Using Dienhart's (Dienhart et al., 1992) method of grouping questions post (rather than pre) survey completion quickly allowed a statistically valid question bank to emerge from the failure of its predecessor.

Adding a part 'B' to the survey comprising personality traits inspired by the original question statements has also allowed a broader question bank to surface which should drive higher levels of face validity (Furnham and Drakeley, 2000). The survey now consists of 80 questions which take approximately fifteen minutes to complete. This is a level where it could now realistically be used as part of a commercial selection process.

It should be noted that a weakness of the instrument development was the failure to test a survey with parts A and B together and so the statistical relationship between the two halves remained unknown. However due to the pressures of time a decision was made to move ahead to a commercial pilot and to conduct the appropriate analysis at the next stage.

7. Findings & Analysis

7.1 Deployment and Response Rates

7.1.1 Sample Selection

The survey was tested in a commercial setting with a regional brewer who operates over 170 tenanted and leased pubs. Their business model is one of landlord and tenant with pubs rented by independent business people seeking to operate a food, drink or accommodation business in the hospitality sector. Tenants typically live on site with the pub as both home and business, and in many cases they have operated the same pub for over ten years (44 from a population of 56 in the DBA survey). The research for Document Five targeted the tenanted pub sector for testing of the hospitableness instrument because informed by Sweeney and Lynch's (2007) work on commercial homes and based on anecdotal evidence it is likely that a high degree of tenants are drawn to the industry for lifestyle as well as commercial reasons. This could in part be motivated by low barriers to entry and a personal desire to express their hospitableness, something corroborated in the findings reported by Lashley and Rowson (2010) in their study of hotel businesses in Blackpool where they noted that many operators viewed the skill set for such a business as an extension of their domestic hosting proficiency.

'Commercial homes' (Lynch, 2003) refers to a form of accommodation where the host uses their property for both domestic and commercial purposes (Sweeney and Lynch, 2007). It is typified by small guest houses where large

parts of the living areas are shared between host and guest, although often with the demarcation and retention of private space that is off bounds to visitors (Di Domenico and Lynch, 2007). The choice of leased and tenanted pubs as the sample for the DBA study was made because of their similarity to commercial homes with most landlords living on their premises and the long working hours inevitably meaning a blurring of private and public lives. Sweeney and Lynch (2007) found that at least half of operators in the commercial homes sector were motivated to work there by the possibility of meeting new people. This supports Telfer's hypothesis of naturally hospitable people being drawn to work in the hospitality industry and it suggests a potentially rich sample in the context of a research project seeking the sub-traits of hospitableness. An earlier survey by Getz and Carlsen (2000) also found that 'meeting interesting people' was a popular reason given by owner-operated tourism businesses in Australia for their choice of career. It was beaten only by a desire to 'see people enjoy themselves' and to 'live in the right environment', all of which collectively suggest elements of the hospitableness trait being prominent in this group of business owners.

Ritzer argues that "in a truly hospitable relationship, the consumer is offered an authentic experience by people who behave in a genuinely authentic manner" (Ritzer, 2007:134). He goes on to note that "...only a local hotel or restaurant offers unique service that its own management...conceives, controls and imbues with distinctive content" (Ritzer, 2007:137). Early research in previous DBA documents was conducted in a domestic setting as this is generally thought to give the most authentic view of hospitality (Lashley,

2000), but with the research focus for Document Five moving to the commercial domain the choice of owner-operators in leased and tenanted pubs is a logical progression. The pub businesses selected offer a range of services from traditional wet-led drinking amenities through to restaurant facilities and even letting rooms, consequently sharing many characteristics with a commercial home. For the purposes of the DBA research a working hypothesis has been assumed that the owner-operators of the pub businesses will have selected their lifestyle with similar motives to their commercial home counterparts given the resemblance of their enterprise and are therefore likely to exhibit a higher degree of altruistic hospitableness than e.g. bar staff. The survey was therefore deployed to tenants, as opposed to team members or managers for this stage of the study.

7.1.2 Elicitation and Response Rates

The brewery gave access to 100 of their tenants for the research on the condition that questionnaires were either completed in person or over the telephone. This removed the option of email / web-based deployment (and question order randomisation) although SurveyMonkey.com was still used in the background as a database for survey answers via manual data entry. A number of surveys were completed face to face with the majority of questionnaires being conducted over the telephone. In total over 153 telephone calls were made between January and March 2011, however with some potential participants choosing not to take part and the challenge of limited researcher time combining with busy pub schedules the response rate was restricted to 56% and ultimately a population size of 56 was achieved.

This was disappointing given the initial sample of size 100, although it is likely that the twenty to thirty minutes required to complete the survey discouraged a number of tenants from participating. This was unforeseen as it was a direct result of the requirement to conduct surveys by telephone - the online version of the survey had only been taking between ten and fifteen minutes to complete. Many telephone respondents were keen to engage in conversation or to discuss their answers which added considerably to the time required for the quick fire style of response used on the internet. It also became apparent during this stage of the research that a number of the tenants believed that the study was intended for Brewery rather than independent use raising ethical considerations which are discussed below.

7.1.3 Ethical Issues

Research ethics approval was given for the project by the University ethics committee before commencement. According to Fisher “informed consent is perhaps the key issue in research ethics. No one should be a participant or a source of information in a research project unless they have agreed to be so on the basis of a complete understanding of what their participation will involve and the purpose and use of the research” (2007:64). Participants in the DBA work were either provided with or read out information about the research before consenting to take part and were able to opt out of the research at any time. The host company also made it clear to participants that there was no obligation or expectation of participation. All research material gathered has been securely stored online with password control.

Despite the ability to opt out of participating in the survey only one person actually did and so it must be questioned how genuinely the sample population viewed the voluntary nature of the study. Prior to being contacted by the researcher tenants received a letter of introduction from the Managing Director at the brewery. Although this made clear that participation was optional (something re-iterated by the researcher at the start of each phone call), it is impossible to quantify how many tenants accepted this at face value and the risk should be acknowledged that some may have felt obliged to answer the survey. Some participants may also have opted out in more subtle ways, with 46 of the sample proving too hard to reach by not answering the phone or by not being available at agreed times for a call back. Of the 56 from whom responses were elicited all gave informed consent before taking part with many asking questions about the survey over and above the initial participant information provided. None asked whether the information provided by them would be available to the brewery (there seemed to be a working assumption that it would be) and no assurances were given in this respect. If the survey were to be repeated the researcher would be more explicit in this area as ultimately an ordered list of tenants was used with the brewery's management team as a means of seeking validation of the instrument results. However no scores were made available to them in order to minimise the amount of information provided and the brewery has not subsequently used the data provided other than to assist with the study.

The final version of this thesis will be published and made publically available through the university library. To protect the confidentiality of the participants no individual information has been included and references to the brewery have been anonymised.

In addition to these ethical considerations the method of deployment also gave rise the issue of sample bias.

7.1.4 Sample Issues and Bias

The potential sample frame was 'all individuals occupied in a commercial hospitality role in the UK' which would have been almost impossible to accurately specify due to both size and availability of data. For reasons of access and manageability a decision was made to work with a local leased and tenanted brewery where the pub businesses were owned and operated by individuals in a manner similar to that of a commercial home (Lynch, 2003). Fisher (2007) refers to this approach as 'purposive sampling', suggesting that many students use this method on the basis that it is the only sample "they can obtain access to" (Fisher, 2007:191). There is a degree of truth in this for the DBA, although a choice of two tenanted pub operators was initially available and the ultimate selection was made based on the convenience of the brewery's location.

The selected brewer's estate is geographically spread throughout the Midlands and so a consequence of the choice made was that the sample carried the risk that provincial variations in the UK would not be detected.

This is significant because in the same way as different nationalities may have inconsistent propensities to service (Johns et al., 2007, Mwaura et al., 1998) it is conceivable that regional variation within the UK may exist in the search for propensity to hospitableness. Given the limitations of the chosen sample this would need to be tested in further post-DBA research with a population that extended to full coverage of England, Scotland, Northern Ireland and Wales if the instrument were to truly claim domestic validity.

The brewery chose the 100 pubs that were included in the initial population so no form of randomisation or stratification was possible by the researcher. The pubs were chosen on the basis of having enjoyed a stable trading environment for the previous twelve months in order that data would not be corrupted by the impact of external factors such as a competitor opening or a refurbishment. The sample was small relative to the potential pan-UK sample frame and so a degree of caution should be noted when extrapolating the results. However some degree of confidence can be assumed as sample size was over the 30 needed to use the normal distribution in statistical analysis. Buglear (2000) notes that “the extra advantage of having a sample much larger than 30, for instance 100, is not so great, in fact so little that it may be difficult to justify the extra time involved” (Buglear, 2000:263). The final number of responses for the profiling questions was 56 so inference has been possible with a degree of assurance (subject to the caveats above about regionality). However correlations between hospitableness scores and both sales and mystery customer data were tested with $n=29$ and so results should be viewed with a degree of care.

The results were processed via SurveyMonkey into Microsoft Excel where data provided by the Brewery on both mystery visitor scores and rolling twelve month like for like beer sales information (this year vs. last year) was added. These data sets were incomplete as not all pubs had received a mystery visitor in the last twelve months, and like for like sales data was removed where there had been a change of tenant during the same period (as this would have introduced significant noise to the measure). In total 39 pubs (out of the population of 56) had mystery visitor scores, and 39 had MAT data (moving annual total like for like sales comparison) but the mix of units in each dataset was different so the combined number of pubs where data existed across both measures fell to 29.

It should be noted that it had been intended to deploy the instrument into a commercial setting where a measure of customer satisfaction was available as this was expected to be the dependent variable for hospitableness. However discussions with a number of major pub companies revealed that they did not have a system for capturing this and that they were generally information-poor in this respect. This made true validation of the hospitableness profiling instrument impossible and although attempts were made to find proxy measures for customer satisfaction it should be noted that their correlations to customer satisfaction levels were untested. In addition measures such as sales are also subject to significant levels of statistical 'noise', being affected by everything from the macro economic environment to a local pricing policy or marketing initiative. The lack of quality information

was unsatisfactory and while it may not be an issue in other parts of the hospitality trade (e.g. the hotel industry) it was a feature of the pub based sub-sector that was chosen as the context for the research. However these concerns were specific to correlation testing between hospitableness profiles and business performance measures and did not affect the ability to test for internal reliability.

7.2 Instrument Reliability

Previous pilot studies created a draft instrument that consisted of two sections, each with a number of question groups. With a population size of 27 and 33 these question banks had all shown correlations within their own group of questions at the 99% confidence level and the question sets had additionally cross-correlated between each other. However due to the way in which the questionnaire had been created (in two separate pilot studies) no correlation testing had been done between the two sections.

Deployment into industry presented an opportunity to test that the Spearman's rho correlation statistics for individual question groupings were maintained against a larger population size and to cross-correlate the two halves of the survey. The results of this testing with brewery tenants can be found in the table overleaf (question numbering has been updated to reflect the version of the survey deployed – full copy in Appendix 3):

Table 15: Correlation testing of new sample

QUESTION GROUP NUMBER	OUTCOME
PART ONE	
Desire to put guests before yourself	Question 19 (previously 22) - no longer correlates
Desire to make guests happy	Questions 11/31 (previously 23/35) - correlation has dropped to a 95% confidence level
Desire to make guests feel special	Questions 5/13 (previously 5/14) - correlation has dropped to the 95% confidence level
PART TWO	
Trait Group 1	Questions 45/33 and 45/43 (previously B16/B15 and B16/B1) - correlations have dropped to the 95% confidence level
Trait Group 2	All questions still correlate at the 99% confidence level
Trait Group 3	All questions still correlate at the 99% confidence level
Trait Group 4	All questions still correlate at the 99% confidence level

In a small number of cases confidence levels had dropped to 95%, however with the exception of a single question all previous correlations between individual questions were maintained. The sub-totals of each question group also still showed correlation with the others in the same half of the survey at the 99% confidence level and in addition it was confirmed that the total for each of the two sections correlated with each other to the same degree. By removing question 12 the questionnaire was found to have achieved full internal reliability and the null hypothesis could confidently be rejected. However it was disappointing that some correlations were only at the 95% confidence level.

7.3 Fine Tuning the Question Bank

The existence of questions that had dropped to a 95% confidence level did however provide an opportunity to fine-tune the question banks with the aim of achieving 99% confidence across the entire survey. It was also a chance to review the categorisations from the literature review and ensure that these had both face validity and that the questions from both parts of the survey could be successfully mapped to them.

The initial phase of this process involved the re-running of the correlation matrix for the entire 80 question survey and then 'swapping out' questions that had demonstrated a lower than 99% confidence level for ones that had. Once this had been achieved it was noted that in part-two of the survey a number of additional personality traits demonstrated high levels of correlation with a particular question grouping and so could now also be included in order to further extend the final question count.

The next stage of instrument refinement involved mapping and merging the question groups in section-two to those in section-one of the survey and at the same time updating the hospitableness dimension titles to best reflect the new, combined question clusters. The first stage of this was conducted by using correlation levels to indicate where the strongest partnerships lay. In order to balance question numbers within each dimension, part-two of the survey was reduced from four question buckets to three, with the redundant questions each being re-allocated to where they could demonstrate

correlation at the 99% confidence level with all other questions in a particular grouping.

The review of hospitableness dimension titles resulted in minor amendments to the literature review theme groupings but the largest change was a decision to rename the three dimensions themselves by returning to the writings of Elizabeth Telfer (1996) (2000) and taking her motives for hospitableness directly as the final headings. These accurately describe the altruistic motives for hospitableness found throughout the literature:

1. The desire to please others arising from friendliness or benevolence
2. An enjoyment of being hospitable
3. A desire to meet the societal and cultural obligations of hospitality

The cumulative work of Documents One to Four reinforced the appropriateness of this with popular themes from key writers all mapping clearly to Telfer's work. The change to Telfer's three motives was also timely as the final version of the profiling instrument had only just been structured into three dimensions with the merging of parts A and B, and when reviewing the questions bank against her categorisations there appears to be a good fit. The final literature review groupings and aligned questions can be found in the table overleaf, which for completeness also traces the development of sub-dimension headings through the final three iterations of the survey:

Table 16: Final Question Bank and Dimension Development Map

	Grouped Motives for genuine / altruistic hospitality from the literature search	Interim Sub-Dimensions from the question-triplet pilot study	Sub-Dimension Headings from last pilot study	Final Doc 5 Sub-Dimensions	Final Doc 5 Questions used for Hospitableness Profiling (42 from a bank of 80)
Altruistic Hospitableness	<p>Desire to please others arising from friendliness or benevolence (Telfer 1996)</p> <p>Benevolence & Public Spiritedness (Heal 1984)</p> <p>General friendliness and benevolence (Lashley 2008)</p>	Desire to put guests before yourself (from Doc 4)	Desire to put guests before yourself	1. Desire to please others arising from friendliness or benevolence (Telfer 1996)	<p>2. I do whatever is necessary to ensure that guests have a great time</p> <p>13. Guests should feel that the evening revolves around them</p> <p>22. Other people concern me</p> <p>27. The comfort of guests is most important to me</p> <p>31. I seek out opportunities to help others</p>
	<p>Concern for others (Telfer 1996)</p> <p>Desire to meet other's needs (Telfer 1996, Lashley 2008)</p> <p>Affection for people, concern for others, compassion (Lashley 2008)</p>	Concern for others			<p>33. A concern for others</p> <p>43. Charitable</p> <p>49. A need to help others</p> <p>53. Kind</p> <p>58. Public spirited</p> <p>59. Sympathetic</p> <p>62. Giving</p> <p>65. Loyal</p> <p>67. Trusting</p>
	Compassion (Telfer 1996, Heal 1984, Ritzer 2007)	Warmth (from Doc 4)			
	<p>Desire to help others (Ritzer 2007)</p> <p>Desire to serve others (Ritzer 2007)</p> <p>Desire to please others (Lashley 2008)</p>	Desire to serve			

Altruistic Hospitableness	<p>Enjoyment of giving others pleasure (Ritzer 2007)</p> <p>Desire to make guests happy (Telfer 1996)</p> <p>Enjoyment of being hospitable (Telfer 2000)</p> <p>A desire for the pleasures of entertaining (Lashley 2008)</p>	<p>Desire to gain approval from guests (from Doc 4)</p>	Desire to make guests happy	2. An enjoyment of being hospitable (Telfer 2000)	<p>11. It's important to do the things that people expect of a good host</p> <p>12. I get a natural high when I make my guests feel special</p> <p>14. It means the world to me when guests show their approval of my hospitality</p> <p>15. I enjoy taking responsibility for the wellbeing of guests</p> <p>24. You've got to love being a host to be great at it</p>
	<p>Desire to entertain friends (Ritzer 2007)</p> <p>Desire to entertain others (Ritzer 2007)</p> <p>A desire to entertain (Lashley 2008)</p>	<p>Desire to entertain</p>			
	<p>Talent for being hospitable that you wish to share (Telfer 2000)</p> <p>A desire to have company or to make friends (Lashley 2008)</p>	<p>Desire to share a talent for hospitableness</p>			<p>44. Sensitive</p> <p>47. Willing</p> <p>48. Comforting</p> <p>50. Enthusiastic</p> <p>51. Caring</p> <p>56. Generous</p> <p>57. Trusting</p> <p>60. Sociable</p> <p>66. Determined</p>

Altruistic Hospitableness	Affectionateness (Heal 1984) Affection for others (Telfer 1996)	Desire to make guests feel special (from Doc 4)	Desire to make guests feel special	3. A desire to meet the societal and cultural obligations of hospitality (Telfer 1996)	5. I try to get on the same wavelength as my guests 16. I find it motivating to take accountability for other people's welfare 19. I always try to live up to my idea of what makes a good host 25. Whatever the time I like it when people just drop by
	Desire to protect others (Ritzer 2007) A need to help those in trouble (Lashley 2008)	Desire to be responsible for guest's welfare (from Doc 4)			
	A desire to meet the societal and cultural obligations of hospitality (Telfer 2007)	A desire to meet other's expectations of a host			34. Friendly 35. Affectionate 37. Warm 38. Self Confident 39. Compassionate 40. Happy 41. An affection for others 54. Welcoming 70. Respectful 72. Alert
	Empathy (Santich 2007)	Empathy (from Doc 4)			

7.4 Final Design Reliability & Validity

The three sub-dimensions of hospitableness each have an aligned question bank of fourteen questions that comprise a mix of question statements and personality traits. The subtotals for each of the two question groups (i.e. those from part A and those from part B) per dimension showed a correlation at the 99% confidence level, as did the totals between the dimensions and the dimensions themselves against the grand total. In the grid (below), a correlation with 99% confidence is indicated by ** next to the correlation coefficient:

Table 17: Sub total correlations

		D1 Part A sub- total	D1 Part B sub- total	D1 Total	D2 Part A sub- total	D2 Part B sub- total	D2 Total	D3 Part A sub- total	D3 Part B sub- total	D3 Total	Overall Hospitableness Score
Spearman's rho Correlation Coefficients	D1 Part A sub-total	1.000	.677**	.855**	.644**	.644**	.709**	.680**	.561**	.664**	.775**
	D1 Part B sub-total	.677**	1.000	.947**	.613**	.897**	.862**	.639**	.856**	.859**	.919**
	D1 Total	.855**	.947**	1.000	.646**	.867**	.857**	.689**	.796**	.836**	.929**
	D2 Part A sub-total	.644**	.613**	.646**	1.000	.617**	.855**	.722**	.616**	.721**	.784**
	D2 Part B sub-total	.644**	.897**	.867**	.617**	1.000	.928**	.665**	.848**	.858**	.921**
	D2 Total	.709**	.862**	.857**	.855**	.928**	1.000	.760**	.824**	.882**	.954**
	D3 Part A sub-total	.680**	.639**	.689**	.722**	.665**	.760**	1.000	.660**	.831**	.811**
	D3 Part B sub-total	.561**	.856**	.796**	.616**	.848**	.824**	.660**	1.000	.958**	.907**
	D3 Total	.664**	.859**	.836**	.721**	.858**	.882**	.831**	.958**	1.000	.959**
	Overall Hospitableness Score	.775**	.919**	.929**	.784**	.921**	.954**	.811**	.907**	.959**	1.000

Key:

D1, D2, D3 – Dimensions 1, 2 & 3

1. The desire to please others arising from friendliness or benevolence
2. An enjoyment of being hospitable
3. A desire to meet the societal and cultural obligations of hospitality

Part A / B – questions in the first or second part of the questionnaire

Green Cells – Inter-dimension correlations

Tan Cells – correlation between each dimension total and the overall score

These strong correlations mean that the null hypothesis can be rejected and that the instrument is reliable.

According to Cook and Beckman (2006) the *validity* of an instrument is assessed by correlation to third party measures. In the case of the DBA it would have been appropriate to 'calibrate' the final instrument design against

the results of another profiling tool that sought to measure hospitableness. Despite a number of questionnaires that aim to diagnose disposition to service (Dienhart et al., 1992) (Lytle et al., 1998) (Lee-Ross, 1999), the literature review revealed none that specifically sought to define and measure hospitableness. Therefore the approach of Hogan et al (1984) was adopted, where instrument results were tested against the organisation's view of their survey participants.

The Managing Director's team at the brewery reviewed the results of the instrument and passed opinion on the ordering of respondent scores in relation to each other. Most reviewers agreed with the survey results, although it should be noted that the process was entirely subjective and responses that were either positive or negative could not be substantiated. A risk in the process was also that views expressed may have been influenced by a misunderstanding of the elements of hospitableness which the instrument was aiming to diagnose. Although efforts were made to communicate that the DBA was concerned with the altruistic traits of hospitableness as expressed through Telfer's categorisation of motives, it was inevitable that for a management team who were unfamiliar with this material some degree of 'creep' would be introduced toward more generally accepted traits of 'hosting'. This left the validity test as an unreliable assessment and ultimately drove the validity of the questionnaire to be measured by the face validity of the questions alone (Furnham and Drakeley, 2000). Against this test there was general agreement that the questions taken as a whole were believable proxies for the traits of altruistic hospitableness.

Once reliability had been established testing could then progress to analysis of hospitableness scores and the examination of them against measures of business performance.

7.5 Findings

The grand total for individual participants (their altruistic hospitableness score) ranged from 161 points through to 294 out of a possible 294 (calculated as 42 profiling questions multiplied by the top score of 7). Seven of the 56 respondents fell within ten points of this suggesting that questions had been completed without significant variation in their answers. However further investigation indicated that such variation across responses existed, but typically it was the non-profiling (redundant) questions that had recorded the lower answers. Achieving similar scores across the profiling questions should not have been unexpected given the high degree of correlation between them.

Despite a high number of participants that had operated their pub for over ten years there was no correlation found between the hospitableness score and length of service. This was initially surprising as the work of Hochschild (2003) on emotional labour indicates that emotional harmony is a highly sustainable state and one that may logically lead to longer lengths of service. A naturally hospitable person working in a hospitality business should have little need for either surface or deep acting and would consequently enjoy a lower risk of emotional burnout with a higher likelihood to stay (Rafaeli and Sutton, 1987).

Some tenants rent more than one pub from the brewery. These are known as 'multiple operators' and anecdotally are more entrepreneurial than single pub tenants, choosing to expand their business in the pursuit of higher profits. There were nine multiple operators in the final sample of 56, and they might have been expected to show a negative correlation with the altruistic hospitableness scores due to the clash of motives. However the conceptual framework presented in this document argues that the four classifications of motive for hospitableness (altruism, ulterior motive, reciprocity and retribution) are mutually exclusive, and that scoring highly on one scale need not negate a score on another dimension. A high profit (ulterior) motive does not in theory evoke a proportionately lower score in altruism and this was borne out in the findings where no correlation either positive or negative was found between multiple operators and altruistic hospitable scores.

The main purpose of deploying the questionnaire with pub tenants was to answer research question five and when the hospitableness scores were correlated against business metrics it was disappointing to note that altruistic hospitableness profiles mapped showed no relationship to either rolling year beer sales (MAT / moving annual total) or mystery visitor scores. This is graphically demonstrated in the four scatter diagrams below where no pattern can be seen in the data (in the key 'GBL' = Great British Local):

Figure 12a: Mystery Customer / Hospitableness Score Scatter Diagram

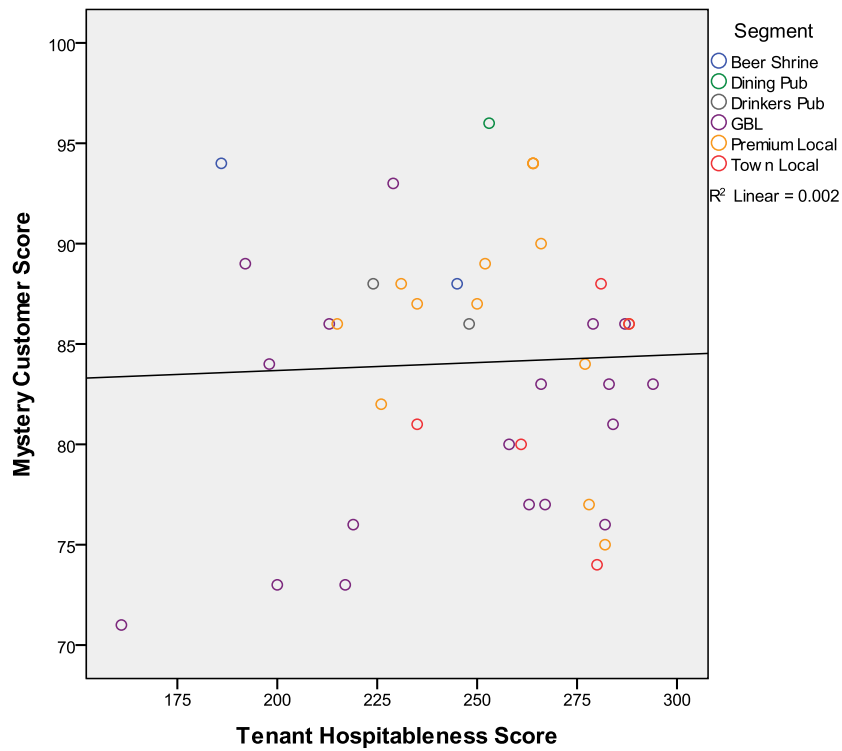


Figure 12b: Line of Best Fit by Market Segment

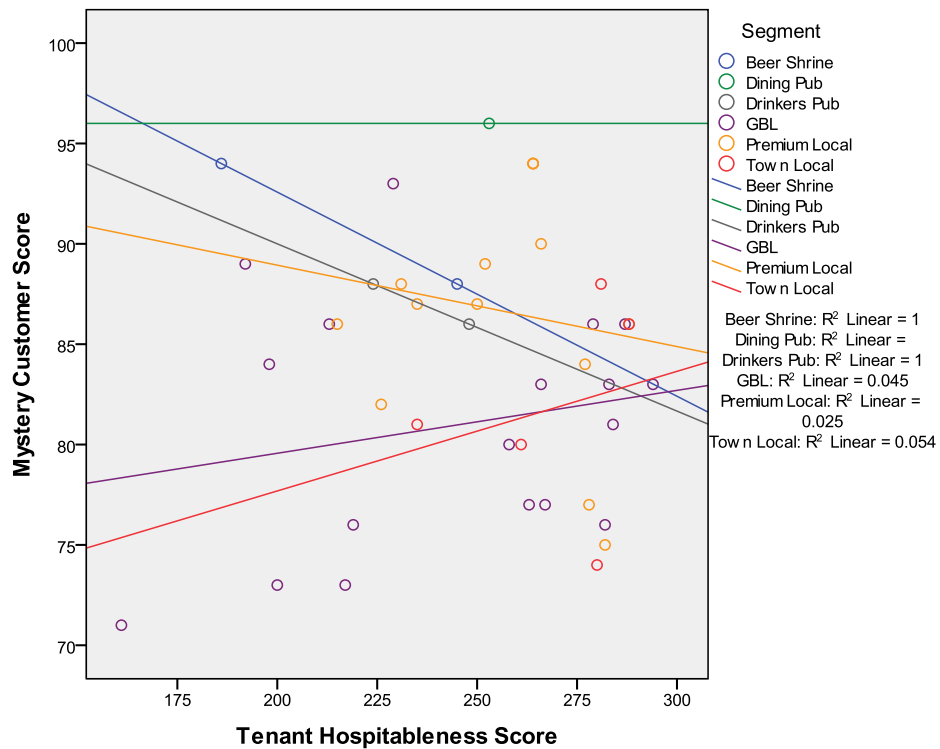


Figure 13a: MAT Beer Sales / Hospitableness Score Scatter Diagram

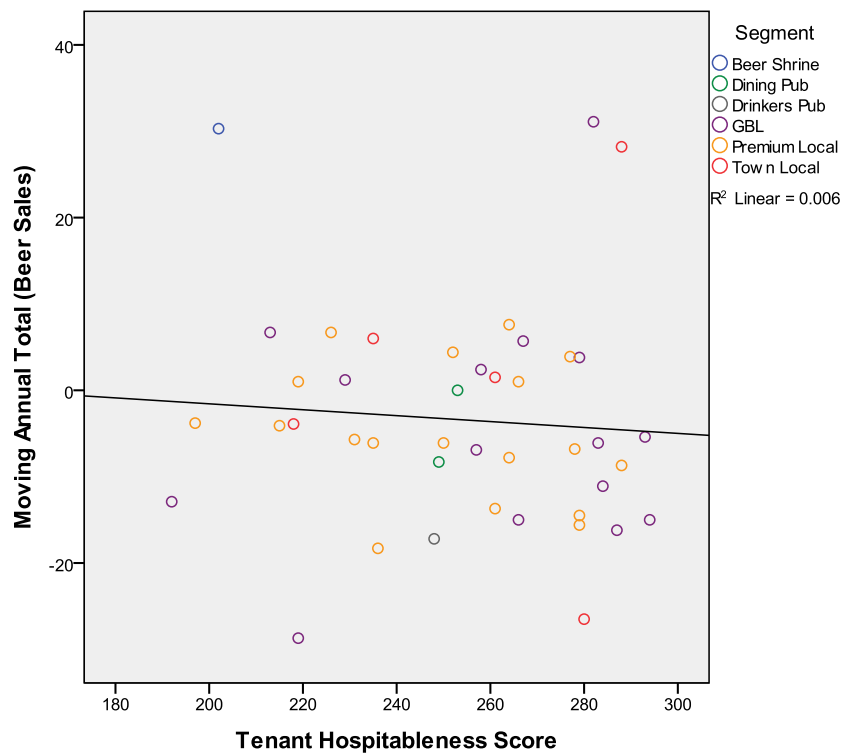
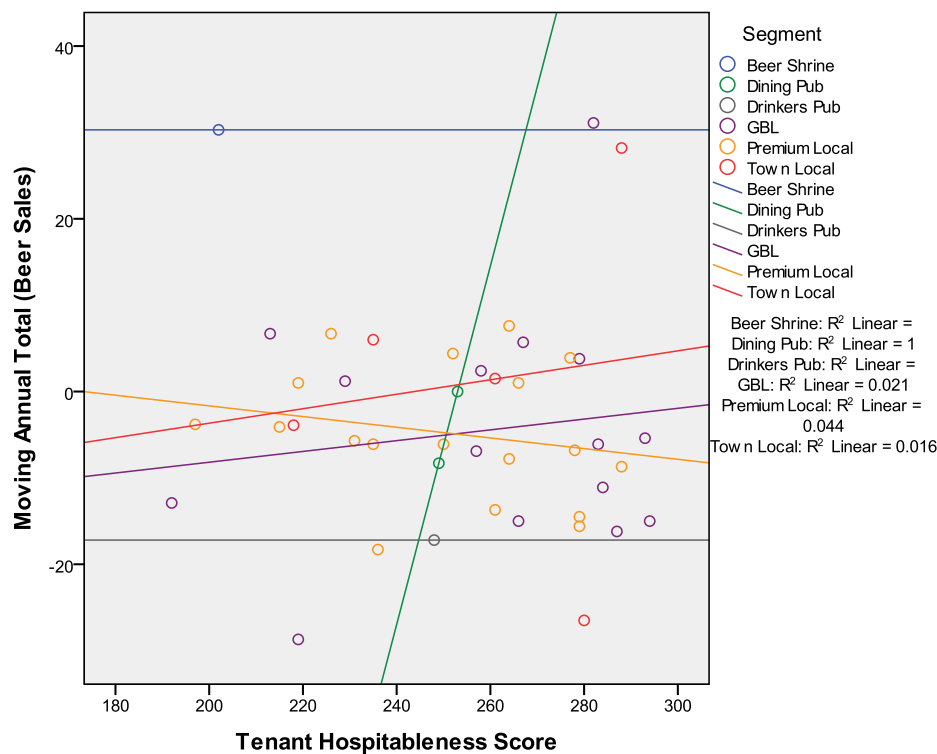


Figure 13b: Line of Best Fit by Market Segment



The low number of cases in some market segments meant that in these categories an R^2 value could not be calculated for the lines of best fit (e.g. 'Beer Shrine', 'Dining Pub' and 'Drinkers Pub' were all represented by either one or two cases for each of the two dependant variables). It is interesting to note that pubs in both the 'Town Local' and 'Great British Local' market segments visually demonstrated a nominally positive correlation between tenant hospitableness scores and mystery customer / moving annual total beer sales variables. However in both cases the R^2 values are so low that little weight can be attributed to the results. The R^2 value is also insignificant for the line of best fit in both figures 12a and 13a (which show the data at a global variable level), again suggesting no correlation between the variables.

The correlation statistics confirmed this visual representation of independent variables by failing to calculate a correlation with any degree of confidence.

Table 18: Business metrics correlation grid

Correlations			Tenant Hosp. Score	Mystery Customer Score	MAT Beer Sales
Spearman's rho	Tenant Hosp. Score	Correlation Coefficient	1.000	-.085	-.173
		Sig. (2-tailed)	.	.590	.273
	Mystery Customer Score	Correlation Coefficient	-.085	1.000	.076
		Sig. (2-tailed)	.590	.	.685
	MAT Beer Sales	Correlation Coefficient	-.173	.076	1.000
		Sig. (2-tailed)	.273	.685	.

Key:

MAT Beer Sales = Moving Annual Total Beer Sales (rolling twelve month percentage sales increase or decrease)

It is interesting to observe that although the tenant hospitableness scores failed to correlate, beer sales and mystery visitor scores also failed to show a relationship where one might reasonably have been expected. This introduces doubt as to the validity of the business metrics chosen which will be explored later in this document. It should also be remembered that the dependent variable for hospitableness is actually customer satisfaction and that MAT and mystery visitor scores were being used as proxies. This approach was predicated on the untested hypothesis that customer satisfaction would correlate to higher sales and although not robust this was necessitated by the lack of quality information available in the tenanted pub sector. Ultimately, whether or not hospitableness was found to correlate with the measures available, further validity testing would be required in a setting where customer satisfaction information was available before the findings could be declared valid.

Taking a holistic view of the findings they do however provide a useful lens through which to analyse both the implications of the data generated and the processes used in order to inform future research direction.

7.6 Analysis

A useful frame to analyse the findings are the categories proposed by Cook and Beckman (2006) against which the validity of instrument design can be judged and which were presented earlier in this document on page 92.

7.6.1 Content

This category refers to the degree that the content of the instrument (i.e. the questions) appear to represent the 'truth' for which they are a proxy. Cook and Beckman suggest that evidence should be sought for the qualifications of the writer and the degree to which the questions were researched in order to inform their final structure. In the context of the DBA instrument question development has taken place over a research arc that spans four documents and has included an extensive literature review, structured surveys, a participant observation experiment and several instrument pilots, yet despite this doubts remain over the integrity of the instrument.

The questions consistently pass panel review in regard to face validity with most independent observers satisfied through the development process that the questions and personality traits selected appear logical in the context of altruistic hospitableness. It is possible that the exact fit of each question to the sub-dimension titles may be open to challenge but as the results of the test are pooled and do not differentiate between sub dimensions (arguing that it is in fact 'altruism' that is the real sub-dimension from the four legged model in the conceptual framework) this debate is ultimately of little consequence.

Despite this, high face validity may be a fault of the instrument as the questions are generally easy to second guess with the user often able to anticipate whether their answer should be positive or negative. This feedback was received from the brewery who were concerned about how credible the instrument would be in a recruitment and selection process. The mitigation

against this is the size of the question bank (eighty questions) from which the participant is unaware of the identity of the forty two which will be used to take the hospitableness profile. Unless they were to attribute each score evenly across the whole instrument (in which case their answers would lack face validity), some degree of differentiation is required and with the majority of the question bank having a relatively positive bias the respondent would not simply be able to score everything highly that appeared to be an important attribute.

However the risk of manipulation remains a concern and if the instrument were to proceed to further development it would be beneficial to test a scoring structure that groups questions and creates a forced ranking system that would drive greater differentiation between preferences. This was not done in this stage of instrument development because the risk of answer management by participants did not become clear until personality traits were introduced to the question bank. Anecdotal evidence would suggest that unlike more traditional questions little interpretation is required in assessing the merit of a particular personality trait.

Forced ranking would also alleviate some of the concerns expressed by the brewery over excessive face validity – an important consideration if the profiling tool were to be marketable in a commercial context where the response process might be either electronic or paper based (assuming the brewery to be a proxy for other corporate clients).

7.6.2 Response Process

The instrument design proved highly flexible in respect of the response mechanism, with an online system providing the platform for either electronic deployment over the web or manual data entry based on either paper format surveys or telephone interviews. Of these only the paper based version did not have the ability to randomise questions. This iteration of the survey also allowed participants to see the question bank as a whole, allowing candidates to score questions relative to each other and creating the opportunity to make value judgements based on the face validity of questions before finalising their responses. However this did not impact the results of the pilot given the very few paper based copies that were used (two). In the electronic or telephone deployment candidates did not have simultaneous visibility of questions and so this was not a consideration although the system could accommodate such a process if required. If the survey ultimately moves to a forced ranking scoring system then visibility of multiple questions will become a requirement and so any of the existing deployment mechanisms would still be appropriate.

The Cook and Beckman (2006) test for 'response process' also discusses the psychological process that participants undertake as they are answering the questions. While difficult to assess during the earlier pilot studies due to the nature of remote or online deployment, the telephone interviews did provide an opportunity to 'listen in' to respondent's thought processes as they thought out loud in their answers. Many participants spent considerable time thinking through examples and evidence of when they had demonstrated certain traits, behaviours or attitudes before allocating a score, with very few providing

instantaneous answers. This evidence suggests that both the introduction to the survey and the questions contained within provoke a robust response process in participants and that the survey is satisfactory in this respect. However it should be noted that participant's thought processes may be altered when answering questions in the survey as part of a selection process and this contextual environment should be tested before any final assessment of the instrument's internal structure can be proffered.

7.6.3 Internal Structure

Based on the sample of existing tenants the questionnaire was found to be internally reliable using the Spearman's rho statistical test with high levels of correlation (at the 99% confidence level) across all question groups and sub totals. The performance of questions was highly consistent in the final two pilots, with very few changes to the correlation statistics despite large differences in sample make up and size. The first group consisted of a convenience sample made up of 33 friends and colleagues of the researcher, the second of 56 randomly selected brewery tenants but in either case the key correlations remained, suggesting that the survey was satisfactory against the 'internal structure' test, even if the results ultimately did not correlate well to other variables.

7.6.4 Relations to Other Variables

This test relates to how closely the instrument output correlates with other third-party measures where such a correlation might reasonably be expected. While no other tests of hospitableness exist against which a comparison could

be made, it was still reasonably expected given the face validity of the questions that the output of the DBA instrument would show a relationship with either sales turnover figures or mystery visitor scores. As already reported this was not the case and so it could be argued that the instrument does not satisfy this element of the validity test. However it is worth noting the limited nature of the third-party data available and how this may have affected the outcome of this test.

Due to the landlord and tenant relationship between the brewery and respondents trading data is limited to products sold through the 'beer tie'. Therefore sales data used in the correlation test was exclusively based on beer sales and did not reflect food or accommodation sales, or drinks products that are not tied to the brewery. As such the data was extremely limited and may not have been an accurate reflection of true trading performance of individual pubs. Beer sales for example often decrease when a tenant focuses on food sales with sales of products such as wine or coffee seeing a corresponding increase. Given the description of hospitality as 'the provision of food, drink and accommodation' (Lashley and Morrison, 2000) the limited data available on beer sales, while not demonstrating a correlation to hospitableness scores, may also have been too limited to be reliable. While tenants could be approached for their wider trading information such data is commercially sensitive and may not be made available. In order to further explore the relationship between hospitableness scores and sales information it would be necessary to pilot the DBA instrument in a 'managed house' environment, where the pub company own and operate the site. This way all

trading data would be available for analysis, and this area of research is highly recommended for further post-doctoral study.

The other failed correlation was between the hospitableness score and the mystery visitor scores. However further analysis again suggested that an incomplete data set may have been a contributory factor and so the outcome cannot be deemed conclusive. On investigation it was discovered that the mystery visitor score is based on a single annual visit to the pub by a member of public who is asked to complete a scoring sheet. The sheet covers all aspects of pub service such as product quality, range, pub cleanliness and staff service but due to the low visit frequency it may not be representative of the pub or tenant. It is also conceivable that the tenant might not be on duty when the visit is made, and so the service elements may be scored entirely on staff performance. In this context the mystery visitor score may not on reflection have been a good proxy for hospitableness and so the failed correlation is again inconclusive.

It would be logical to assume that mystery visitor scores would linked to sales performance so it is worth noting that on testing it failed to correlate with beer turnover figures. This supports the suggestion that in order to validate the hospitableness instrument the business metrics available in the current form are not in themselves robust enough to use as proxies for the dependent variable of customer satisfaction. The only way to establish a true validation for the profiling tool would be to interview customers directly after a service encounter to establish their satisfaction rating and then seek to correlate this

to the DBA instrument measure of hospitableness. Unfortunately this was not possible in the host company chosen and must now be given over to post-doctoral study.

7.6.5 Consequences

The Cook and Beckman (2006) test also checks for unintended consequences as the final part of the validity rating of a survey instrument. In the development of the DBA survey it was observed that although the DBA questions have been grouped against the three sub dimensions aligned to Telfer's (1996) motives of hospitableness it would also have been possible to build a non segmented question bank of up to 24 questions and personality traits that all demonstrated inter-reliability (correlation) with 99% confidence.

It should also be noted that while question and personality trait groupings within each sub dimension correlate, they also correlated across all categories (i.e. you could assemble any combination of the final question groups and they would still demonstrate a correlation between them). This raises the argument that the sub-dimension categorisation may be arbitrary, and supports the view already put forward that the real sub-dimension is simply at the 'altruistic hospitableness' level of the conceptual framework.

However if the survey were restructured to reflect this alternate approach to question grouping then the overall number of questions used in creating the hospitableness profile would fall by nearly 50%. Despite this statistical testing suggests that it would make no difference to the final result with the alternate

measure still failing to demonstrate correlation to either beer sales or mystery customer data. The correlation between the two alternate measures of hospitableness (based on either 42 or 24 questions) was extremely high, with a correlation coefficient of .944 with 99% confidence. This does support the argument that the sub-categorisation of altruistic hospitableness is unnecessary, and while helpful in the question development process it could now be removed. This would be appropriate to study in post-DBA research where the other three elements of the instrument are planned for development (the question banks for ulterior motive, reciprocal and retribution motives). However in the context of Document Five it does introduce an element of doubt as to the robustness of this part of the instrument given the apparent inter-changeability of different question combinations to create a valid profile.

7.6.6 Summary

Against the evidence presented for each of Cook and Beckman's (2006) categories it is disappointing to note that the assessment of validity for the hospitableness instrument has proved inconclusive. While the face validity and high internal reliability of questions is encouraging, debates over the ability of participants to answer-manage their responses and the lack of correlation to third party measures remain a concern. At this stage of development the null hypothesis could not confidently be rejected, although it is encouraging that clear areas for further study have emerged that will inform future development of the instrument.

8. Conclusions

8.1 Review of Research Questions

The research questions presented in this document have informed the entire DBA research journey and were first set out in a similar (although not identical) format in Document One in February 2008.

1. What is the appropriate conceptual framework that maps the dimensions of hospitableness?

The final conceptual framework presented in this document rejected earlier arguments that hospitableness was a two dimensional construct consisting of behaviours and motives. It argues instead that hospitableness is informed entirely by motives and that these can be broken down into four mutually exclusive dimensions – altruism, reciprocity, retribution (religious imperative) and ulterior motive.

It is however acknowledged that the framework as presented has limitations and may be open to criticism for the choice of motives and the language used to label them. It could be suggested that ‘ulterior motive’ is too broad as a dimension and that ultimately all of the other motives used in the model except that of ‘altruism’ could be deemed ‘ulterior’ to some extent. Given the dictionary definition of ulterior motive as a ‘second, usually hidden motive that is selfish or dishonourable’ it is only the dimension of ‘altruism’ that could be

claimed genuinely not to fit at least this part of the description. It is the selfish desire to secure eternal life that drives the 'retribution' motive, and the desire for return hospitality, a gift or reflected status that compels individuals to be hospitable in the 'reciprocal' motive. The reason that the remaining two motives 'seduction' and 'profit' were grouped together under the heading of 'ulterior motive' was that they appeared the most similar in terms of the desire to conceal, although ultimately they could have justifiably been listed separately if the model were to expand to a five dimension framework.

Despite this the conceptual framework serves adequately for the purposes of the DBA research as the thesis has focused on the dimension of 'altruism' in the development of a profiling tool. However the debate about the naming and number of dimensions may be worth revisiting prior to the development of the remaining parts of the instrument in post-doctoral study.

2. What are the sub-traits of hospitableness?

The development of a measurement instrument across Documents Four and Five focused on the sub-trait of 'Altruism' with a plan to return to the other three traits post-doctorate in order to create a marketable product with commercial value as a recruitment and selection aid for hospitality businesses such as pub or hotel groups.

To build a question bank for the initial dimension of 'altruism' key themes from a literature review were cumulatively grouped and distilled through Documents

Two to Five with the ultimate content refined by the results from a number of pilot studies that were undertaken and a participant observation experiment. The final sub-dimensions chosen reflect the work of Elizabeth Telfer in 1996 (revisited in 2000) that describe the motives of altruistic hospitableness as:

- a desire to please others arising from friendliness or benevolence
- an enjoyment of being hospitable, and...
- a desire to meet societal and cultural obligations of hospitality.

These three motives summarise the themes and arguments found in the work of other commonly cited authors in the field such as (O'Gorman, 2007a), (Lashley and Morrison, 2000) (Heal, 1984) and (Ritzer, 2007), a map for which can be found earlier in this document on page 141.

A criticism of research question 2 is that it pre-supposes that 'hospitableness' is a personality trait and the literature search throughout the DBA has consistently failed to reveal it as such. However, this thesis has argued that as a means of describing observable human behaviour it deserves a place in the list of personality describing words. The research question also makes the assumption that hospitableness is a higher order trait or factor which has smaller component parts. The work in this document confirmed this and found a number of the words used by authors such as Telfer (1996) or Lashley (2000) to describe hospitableness such as 'compassion', 'affectionateness' or 'empathy' in the existing trait lexicon.

It is also important to note the distinction between the behaviour of being hospitable and the notion of hospitableness as a personality trait. The research across the last three DBA documents has revealed that this is a distinction that guests and hosts find difficult to make but it is one that has great relevance to the development of a profiling instrument to be used as a potential selection tool. The debate is informed by the work of writers such as Jung (1971) who argued that there was a difference between our personality types or preference, and the way in which these are expressed through our behaviours. While personality types are fixed we can consciously modify behaviours to suit differing situations. Therefore it is conceivable that a great many different personality types could excellently deliver the behaviours of hosting, but the work of Hochschild (2003) suggests that this is only sustainable in a commercial environment when done by someone who is naturally hospitable. For this reason it is important to be clear about the characteristics of 'hospitableness'.

This thesis has argued that 'hospitableness' is confirmed as a personality trait, but not specifically one with a list of sub-traits. It suggests instead that the expression of potential sub-traits such as 'empathy' or 'friendliness' are more strongly linked to the ability to identify hospitable behaviour. As an alternative it is suggested that the definition of 'hospitableness' concerns the motives of the individual. It is these that the profiling instrument seeks to discover.

3. To what extent can a reliable instrument be developed to measure the sub-traits of hospitableness?

The success of the hospitableness instrument has been the statistical reliability that it demonstrated. Using the Spearman's rho test each question grouping correlated with the others in the instrument with a confidence level of 99%, and with the grand total. The null hypothesis was rejected and the instrument was demonstrated to have internal reliability.

Despite this statistical reliability the overall instrument was judged to lack validity. This was in part due to lack of calibration with third party measures (see research questions 4 and 5) and because of potential criticism over the phrasing and cultural specificity of the question bank. However, if the questions were re-worded to address these concerns then it should be noted that the instrument would need to be re-assessed for reliability. It is also possible that in future iterations the instrument response mechanic could be changed to create a forced ranking scoring system in response to issues of high face validity. This change would also require a re-pilot and further statistical assessment.

4. To what extent can such an instrument be validated as measuring the traits of hospitableness against third party measures?

No third party measures of hospitableness were found during the research and so it has not been possible to answer research question four. An attempt

was made to calibrate the instrument against a managerial view of the relative levels of hospitableness amongst the sample group, but this highly subjective process proved inconclusive and could not be relied on as part of the instrument validation. The closest instrument that could be found was Lee-Ross's (1999) service disposition assessment, but the underlying assumptions were ultimately judged to be too different for it to be a valid calibrator. Lee-Ross's tool seeks to measure propensity to service while the DBA instrument assesses propensity to hospitableness. The lack of substantive research in either the hospitality or psychology literature on the notion of 'hospitableness' means that there remains a significant opportunity to contribute to the body of knowledge in this area.

5. What is the relationship between indicators of business performance and individual or aggregated scores from the measurement instrument?

The availability of business metrics from the host organisation was limited to beer sales data and mystery customer scores, neither of which demonstrated a relationship with the hospitableness score calculated from the measurement instrument. While disappointing this was mitigated by the finding that the sales and mystery customer scores did not themselves correlate, despite the apparent logic of such a hypothesis. Ultimately both sources of data were found to be flawed in terms of the research question, with beer sales representing only one part of a much wider sales mix and mystery visitor scores being based on a single visit over the course of a year. This made the

mystery customer score highly susceptible to pubs having an 'off day', or indeed the landlord / tenant not being present when the survey was completed. This broke the link between the assessment of hospitableness and the impact of that individual acting as host. Instead it created a far more tenuous connection that the hospitableness level of the landlord might be reflected in the type of people they had recruited and trained, something that has not been researched as part of the DBA thesis.

The mystery customer survey is also relatively physical in its' assessment of service quality, measuring things such as the speed of service and whether the host said 'goodbye' at the end of the evening. Whilst these are the behaviours of good hosting deeper analysis suggests that it they are not a good proxy for understanding real customer satisfaction - in particular in relation to the feelings the host-guest encounter stimulates and the judgement of the authenticity of the hospitality offered. In the context of the DBA there was also no research done to establish a relationship between customer satisfaction levels and sales which ultimately rendered the beer sales data unsuitable as a dependent variable (in addition to the existing argument about it being product category specific rather than pub wide).

In both cases the measures selected were intended as proxies for the real dependent variable of 'Customer Satisfaction' and it was recognised that in either case the metrics were also subject to a number of external influences that rendered them unreliable. Consequently a failure to find a correlation to the hospitableness profile can not necessarily be seen as a failure of the

instrument, more as an issue with the quality of information available in the industry that was selected as the context for the research. Ultimately it would have been more informative to have interviewed guests and customers each time they had been served by a tenant whose hospitableness rating was known. This would have created a more direct relationship between the two data sets and could have led to a more meaningful correlation analysis. It would however have required a specific measurement instrument to be created for customer satisfaction levels and would have been resource intensive to deploy (there were 56 tenants for whom hospitableness scores were calculated). In order to be of commercial interest a link would also need to be established between the new satisfaction ratings and metrics such as average transaction value, customer loyalty and sales.

For all of these reasons it would therefore be inappropriate to either confirm or deny the existence of relationship between an individual's theoretical hospitableness score and customer satisfaction ratings at this stage of the research, or indeed to seek a correlation between customer satisfaction and business metrics on the basis of the evidence presented. This remains something that will require further study post doctorate.

8.2 Contribution to Theory

While significant opportunity has been identified throughout this thesis for further study it had been hoped that the development of a reliable and valid measurement instrument for the propensity toward hospitableness would create 'new knowledge' for study of hospitality through a social sciences lens.

The literature review revealed this to be a genuine gap in existing knowledge and if it had been possible to design such an instrument it would have provided a strong research base for review and testing by other researchers in the field. However the instrument ultimately proved difficult to validate and so can't be said to have added to understanding in this area other than as a starting point for further study.

The area which may be helpful to other researchers is the development of the four legged conceptual framework. This did attempt to draw together disparate and wide ranging work on hospitableness (itself an infrequently studied phenomena) and to present it as a simple and coherent model. Although the separation of motives from behaviours already existed in the arguments presented by authors whose work informed the DBA research such as Lashley (2000) and Telfer (1996), this document grouped and categorised those motives. They were presented as mutually exclusive, with the argument that individuals could simultaneously be motivated by more than one, and not necessarily in equal measure.

The conceptual framework suggests that all four of the motives described for hospitableness are of equal value and it is conceivable that this may not be the case. In addition to the moral judgement that can be placed against the dimensions of the model it is also possible that despite the hypothesis that 'altruistic' hospitableness is likely to engender the greatest levels of customer satisfaction it may in reality be the (as yet untested) other motives that can achieve this. Further study is required of customer satisfaction in the

hospitality industry to discover whether it is the authenticity of the guest experience (the similarity to a domestic experience) or the 'tangibles' (Bitner, 1990) that create the strongest satisfaction stimulus. It should be noted that in pure behavioural terms the host is able to create the same practical quality of hospitality whatever their motives from the conceptual framework. The question is whether or not an additional psychological benefit occurs for the customer when the hospitality is genuinely given (i.e. motivated by altruism).

The other contribution to theory made by this thesis is the proposition that 'hospitableness' be added to the personality trait lexicon. Taking the proposition by trait theorists (Allport and Odbert, 1936, Cattell, 1943, McCrae, 2004) that traits are a classification of 'observable patterns of human behaviour' this thesis has argued that 'hospitableness' is a recognisable personality trait. While not challenging the hierarchical dominance of the 'big five' (Norman, 1963, McCrae and Costa, 1985) or even 16 factor models of personality (Cattell, 1972, Myers and Briggs Myers, 1980) it is suggested that 'hospitableness' may occupy a place somewhere between the higher level factors and the lower order traits. This is because the work to define hospitableness through the DBA journey has revealed it to be a composition of other traits such as friendliness or openness. The motives theory presented in the conceptual framework also hints that there may be different types of hospitableness, something that might be of research interest to explore in post-DBA study.

8.3 Contribution to Practise

The contribution to practise that this research had sought to make was the production of a tool that could be used in recruitment and selection processes within the hospitality sector. In discussion with management teams at a number of regional brewers and national pub companies it was evident that there was significant support for the motives theory of the DBA research and a desire to pilot the development of a profiling instrument. Ultimately one company was selected to host the research but something that was common across all three was an existing recruitment philosophy to 'recruit a smile and train the skill'.

Without realising it these businesses had recognised something that Derrida alluded to when he commented that "it is hard to imagine a scene of hospitality during which one welcomes without smiling at the other" (Derrida, 2002:358). The operators already aspire to (albeit unconsciously) the idea that personality traits are important to host performance and yet recognise that that these are particularly hard to develop artificially. Behaviours or skills by comparison are possible to teach (Myers and Briggs Myers, 1980) and so it is logical that recruitment processes should seek to identify candidates with appropriate character in preference to physical skill or capability sets. This would give company training programmes the greatest prospect of success by avoiding the need to try and force-fit personalities into a pre-determined model and instead allow them to focus on the 'trainable' behaviours. In recruitment terms it would be ideal to select candidates with both the appropriate personality and behavioural profiles but the implications of this hypothesis are

that as a minimum the person specification should list appropriate personality traits as 'essential' and behavioural skills as simply 'desirable'. It is the ability to select these personality traits, and specifically that of 'hospitableness', that the DBA profiling tool had intended to support.

It should also be noted that the instrument is not yet fully formed. In addition to the work required to complete the 'altruism' scale, questions have yet to be developed for the other three dimensions of 'retribution', 'ulterior motive' and 'reciprocal' hospitality. Based on Telfer's (2000) assertion that altruistic hospitableness is the only genuine form of hospitality and given the finite time and resources available as part of a DBA study it was decided to generate a profiling instrument for this scale first. The decision assumed a working hypothesis informed by Ritzer (2007) that the authenticity of hospitality makes the greatest difference to customer satisfaction (although it should be noted that this was untested through the DBA research).

Service quality is typically measured in pubs, restaurants and hotels by reference to tangible items such as product quality and cleanliness or through functional aspects of service such as speed or being acknowledged at the bar while waiting. These are also typical of the elements measured by mystery customers in the regional brewer that hosted the research and the lack of correlation between mystery visitor scores and tenant hospitableness ratings may in part be attributable to the differing focus on what they measure. It is not necessarily a logical assumption that naturally hospitable people will show a stronger propensity to the behavioural aspects of hosting. With Altruistic

hospitableness Nouwen (1998) and Derrida (2000) both argue that the most important component is the host's state of mind. They suggest that 'real' hospitality is being able to give of yourself freely, 'impoverishing your mind' and allowing the guest to have absolute freedom and power to shape their guest experience. Customer satisfaction surveys that measure conformance to host-stipulated performance standards run counter to this philosophy and in further development of the profiling tool it may be appropriate to conduct a study of customer satisfaction specifically in relation to their requirements of hospitableness. The companies approached for the DBA have not completed formal research to test any of these arguments and this is the contribution to practise that the DBA research was hoping to make with the company who hosted the research keen to adopt the final profiling instrument if it had proved valid.

As part of the search for validity the instrument also requires further work to improve the robustness of the question bank before it can legitimately be used in commercial practise. Questions remain about the cross-cultural applicability of the language and colloquialisms used in the statement phrasing with a number of references that are UK specific. In the increasingly multi-cultural workforce of hospitality businesses it is conceivable that not all job applicants would be able to answer the questions fairly. In addition the flat scoring system of each statement being treated equally on a Likert scale would improve if it was amended to a forced ranking of statements in order to prevent respondents simply scoring all answers highly to generate the best possible hospitableness profiles. However this approach has not been tested

and statistical reliability would need to be re-established before formal deployment into industry.

It is a failing of the research that the hospitableness profiling tool could not be confidently given to a pub business for use in recruitment and selection, but enough progress has been made that in post-doctorate study it might be possible to develop it to a stage where it proves both valid and reliable. Such a tool could then be made available to industry.

8.4 Further Research

There are a number of opportunities for further research presented by the findings in the DBA work. The easiest of these would be to re-pilot the instrument in a different industry context by seeking to work with a managed house operator where the company pay a manager and staff to operate the business (as opposed to the landlord and tenant model of the leased sector). In such an environment a wider range of performance measures would be available for correlation analysis against the hospitableness instrument because all trading data is owned by the pub company. Ideally customer satisfaction data would be available and typically measures such as mystery customer scores are also conducted with greater frequency (for example in J D Wetherspoon who operate over 700 UK pubs mystery visits take place 3-5 times per month as opposed to the once per year found in the pilot study). If a managed house pub company could not be found that measured customer satisfaction it may be appropriate to pilot the instrument in a different sub-sector of the hospitality industry such as that of large hotel chains where data

might be available. Other supplementary analysis could also be performed by exploring research questions such as the correlation between hospitableness profiles and managers and their staff (i.e. do they employ people in their image), and what the impact of this is on key metrics.

Although the hospitableness profiling instrument ultimately failed, both the literature review and research to date appear to support both the intent and approach being taken in its development. The ambition remains to develop a robust and valid instrument that can be deployed in industry but it would perhaps be appropriate in the next phase of construction to pilot an alternate scoring mechanism to address the concern of high face validity. The system suggested in this document is that of forced ranking within question groups. Another solution to the face validity challenge may be to develop further questions (as opposed to personality traits) for the instrument, as these are typically harder to infer the correct answer from. It is also recommended that the artificial distinctions (categorisations) within the dimension of altruistic hospitableness are now removed, and the questions pooled as one group.

Conscious that the DBA sought to develop a profiling tool for just one of the four dimensions on the conceptual framework it would be appropriate in further research to undertake work to better understand the theoretical underpinning and possible links to business performance for the other three motives. It would also be timely to develop the question banks for these in order that the final instrument to be offered to industry is the complete 'product', with all four dimensions being actively measured. This would

present the opportunity to replace currently redundant questions in the existing set (that are not used to create the final profile) with new ones that aim to measure the other arms of the conceptual framework. These could then be tested for the linkage between different profile mixes against third party measures.

It would also be of interest to test existing and validated personality profiling tools that are commercially available such as Myers-Briggs Type Indicators or Saville and Holdsworth's Organisational Personality Questionnaire against business metrics in the hospitality sector. This could be achieved by profiling existing tenants or staff in different pubs and then performing correlation analysis against a range of measures. If a link is found these may ultimately prove to be a more reliable profiling tool, or would at least provide a suitable measure against which the hospitableness profiling tool could be calibrated.

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Appendices

1. Document Four Hospitableness Instrument Questionnaire
2. Document Five part A questions mapped to literature themes
and dimension titles
3. Final Document Five Hospitableness Instrument Questionnaire

Appendix One

Document Four Hospitableness Instrument Question Bank

The desire to...	Positively Worded Statements	Negatively Worded Statement
Understand guests	<p>1. Understanding guests' needs is an essential part of being a good host</p> <p>3. As a host I really enjoy diagnosing what guests need and providing it</p>	41. It's not important to understand guests individually
Make guests happy	<p>5. I get pleasure when guests are happy with my hospitality</p> <p>15. I measure success by guests' happiness</p>	42. Guests' happiness is not my main motivation as a host
Put guests before yourself	<p>7. It is important to put my guests' enjoyment before my own</p> <p>9. It's important to do whatever is necessary to ensure that guests have a great time</p>	43. Guests can only be happy if I'm happy
Be responsible for guest's welfare	<p>11. I enjoy taking responsibility for the wellbeing of guests</p> <p>13. I find it motivating to take accountability for other people's welfare</p>	44. Guests can look after themselves
Ensure guests have fun	<p>17. I put fun above food quality in what's important to be a great host</p> <p>19. I'm delighted when guests tell me they had fun</p>	45. 'Hospitableness' is simply about providing food and drink

Make guests feel special	<p>21. I get a natural high when I make my guests feel special</p> <p>23. Guests should feel that the evening revolves around them</p>	46. I don't need to make my guests feel 'special' in order to be a great host
Relax guests	<p>25. A great host enjoys knowing instinctively how to relax their guests</p> <p>27. It is important that guests are able to forget their cares and concerns</p>	47. Great hospitality isn't linked to guests feeling relaxed
Make guests comfortable	<p>29. The comfort of guests is most important to me</p> <p>31. I make sure that guests have the most comfortable chairs or beds</p>	48. Guests have to take me as they find me
Give guests freedom to be themselves	<p>33. I love it when guests feel at home</p> <p>35. I have no desire to be the life and soul of the party</p>	49. We have house rules and I expect guests to observe them
Gain approval from guests	<p>37. I love getting great feedback from my guests</p> <p>39. It means the world to me when guests show their approval of my hospitality</p>	50. I don't go out of my way to seek feedback from my guests

Conversational skills / Sociability	<p>2. The main role of a host is to keep the conversation flowing</p> <p>4. I always ensure that guests are engaged in conversation</p>	51. I leave guests to introduce themselves to each other
Adaptability	<p>30. Being adaptable is vital to great hospitality</p> <p>14. I am always flexible around my guests' needs</p>	52. When hosting I always stick rigidly to the plan for the evening
Attentiveness	<p>26. I am extremely attentive to guests</p> <p>8. Great hospitality is measured by how attentive you are</p>	53. Most guests can look after themselves
Empathy	<p>6. When hosting I try to feel at one with the guests</p> <p>20. I try to get on the same wavelength as my guests</p>	54. It's not important to be part of the group
Attention to Detail	<p>24. I always concentrate on getting the details right when I have guests</p> <p>38. It's the little things that matter</p>	55. Being detail conscious is not a critical skill for a host
Warmth	<p>34. I try to come across as a warm person</p> <p>16. It's important that guests warm to me</p>	56. I'm not bothered whether or not guests warm to me

Role Modelling	<p>36. I always lead by example when there are activities like games to play</p> <p>12. If a guest isn't sure which cutlery to use I'll always go first</p>	57. It's not the host's role to lead from the front
Reflective Practice	<p>32. I always reflect back on previous times that I've hosted to try and see what I can do better</p> <p>28. Great hosts learn from their past mistakes</p>	58. I rarely look back at previous evenings to see what could be improved
Planning and Organising	<p>10. Good planning is the most important part of being a good host</p> <p>22. I pride myself on being a well organised host</p>	59. I prefer a fluid and natural approach to hosting
Time Management	<p>40. I spend most of my time as a host worrying about the timing of things</p> <p>18. You can't be a good host if you have poor time management</p>	60. Being punctual is not an essential part of being a good host

Appendix Two

Document Five Part A Question Bank Mapped to Literature Themes and Dimension Titles

Key:

Dark red text = questions and categories used from document four that showed a high degree of correlation

Blue text = questions and categories that are new for the document five instrument

Grouped Motives for genuine / altruistic hospitality from the literature search	Dimension Title	Questions
<p>Desire to entertain friends (Ritzer 2007)</p> <p>Desire to entertain others (Ritzer 2007)</p> <p>A desire to entertain (Lashley 2008)</p> <p>Talent for being hospitable that you wish to share (Telfer 2000)</p> <p>Enjoyment of being hospitable (Telfer 2000)</p> <p>A desire to have company or to make friends (Lashley 2008)</p>	<p>Desire to share a talent for hospitableness</p>	<p>7. I enjoy entertaining people</p> <p>8. I love playing host for my friends and family</p> <p>9. Hosting can be a bit of a chore</p> <p>29. I enjoy using my talents of hospitality</p>

<p>Benevolence (Heal 1984)</p> <p>Desire to please others arising from friendliness or benevolence (Telfer 1996)</p> <p>Public Spiritedness (Heal 1984)</p> <p>General friendliness and benevolence (Lashley 2008)</p> <p>A desire to meet the societal and cultural obligations of hospitality (Telfer 2007)</p> <p>Desire to meet other's needs (Telfer 1996)</p> <p>The desire to meet another's need (Lashley 2008)</p> <p>Courtesy (Santich 2007)</p>	<p>Desire to put guests before yourself (from Doc 4)</p>	<p>1. I put guests' enjoyment before my own</p> <p>2. I do whatever is necessary to ensure that guests have a great time</p> <p>22. I always try to live up to my idea of what makes a good host</p> <p>31. The comfort of guests is most important to me</p>
<p>Enjoyment of giving others pleasure (Ritzer 2007)</p> <p>Desire to make guests happy (Telfer 1996)</p> <p>Desire to help others (Ritzer 2007)</p> <p>Desire to serve others (Ritzer 2007)</p> <p>Desire to please others (Lashley 2008)</p> <p>Affection for people, concern for others, compassion (Lashley 2008)</p>	<p>Desire to make guests happy</p>	<p>13. I get a natural high when I make my guests feel special</p> <p>20. It means the world to me when guests show their approval of my hospitality</p> <p>23. It's important to do the things that people expect of a good host</p> <p>35. I seek out opportunities to help others</p>

<p><i>Not directly linked to an area of literature</i></p>	<p>Negatively Phrased Questions</p>	<p>6. You don't have to be 'in tune' with your guests to be a good host</p> <p>15. I don't need to make my guests feel 'special' in order to be a great host</p> <p>27. I don't really stop to think about whether or not my guests are okay</p> <p>33. Things like the comfort of chairs are not a high priority in the overall scheme of things</p>
<p>Empathy (Santich 2007)</p> <p>Affectionateness (Heal 1984)</p> <p>Affection for others (Telfer 1996)</p> <p>Desire to protect others (Ritzer 2007)</p> <p>Compassion (Telfer 1996)</p> <p>Compassion (Ritzer 2007)</p> <p>Compassion (Heal 1984)</p> <p>Concern for others (Telfer 1996)</p>	<p>Desire to make guests feel special (from Doc 4)</p>	<p>4. When hosting I try to feel at one with the guests</p> <p>5. I try to get on the same wavelength as my guests</p> <p>14. Guests should feel that the evening revolves around them</p> <p>16. I enjoy taking responsibility for the wellbeing of guests</p>

Appendix Three

Final Document Five Hospitableness Instrument - Questions

Part A

1. I put guest's enjoyment before my own
2. I do whatever is necessary to ensure that guests have a good time
3. Guest have to take me as they find me
4. I try to feel at one with my guests
5. I try to get on the same wavelength as my guests
6. I regularly play host for my friends and family
7. At school I was the class entertainer
8. You must actually like your guests in order to be a good host
9. Hosting can sometimes be a bit of a chore
10. You can't be a good host if people don't naturally warm to you
11. It is important to always do the things that people expect of a good host
12. I get a natural high when I make my guests feel special
13. Guests should feel that the evening revolves around them
14. It means the world to me when guests show their approval of my hospitality
15. I enjoy taking responsibility for the wellbeing of my guests
16. I find it motivating to take accountability for other people's welfare
17. You can still be a great host without going over the top to make guests feel special
18. So long as I know that I've done a good job I'm not overly concerned with what guests think
19. I always try to live up to my idea of what makes a good host
20. It doesn't matter whether or not guests warm to my personality so long as they have a good time
21. Anyone can learn to be an outstanding host
22. I have concern for other people
23. If I had to prioritise, the comfort of chairs or beds is lower down my list than the quality of food or drink
24. You've got to love being a host to be great at it
25. Whatever the time I like it when people just drop by
26. If I think people have enjoyed themselves I can't resist prompting them to tell me
27. The comfort of guests is very important to me
28. I don't feel it necessary to stop and think every few minutes about whether or not my guests are okay
29. I'm the one who normally ends up cleaning the toilet in our house
30. I'm disappointed when people don't bring a bottle or give me a return invite
31. I seek out opportunities to help others
32. Given a choice I much prefer to be a guest than a host!

Part B

33. A concern for others
34. Friendly

35. Affectionate
36. Entertainer
37. Warm
38. Self Confident
39. Compassionate
40. Happy
41. An affection for others
42. Pleasure seeker
43. Charitable
44. Sensitive
45. A need to share with others
46. Talented
47. Willing
48. Comforting
49. A need to help others
50. Enthusiastic
51. Caring
52. Selfless
53. Kind
54. Welcoming
55. Humble
56. Generous
57. Trusting
58. Public spirited
59. Sympathetic
60. Sociable
61. Amusing
62. Giving
63. Self Centred
64. Delightful
65. Loyal
66. Determined
67. Trusting
68. Ambitious
69. Observant
70. Respectful
71. Mature
72. Alert
73. Lucky
74. Imaginative
75. Leader
76. Organised
77. Risk-taker
78. Productive
79. Follower
80. Insightful

Appendix Four

Food and Drink Template

Green = Scoring Questions

Red = Non scoring Questions

1. First Impressions

1. Was the entrance to the pub clean and tidy?

- 1. Yes (4)
- 2. Mostly (2)
- 3. No (0)

2. Did the outside/ exterior entice you to visit?

- 1. Yes (4)
- 2. No (0)

3. On entering how did the pub smell?

- 1. OK (4)
- 2. Unpleasant (0)

4. Was the interior of the pub clean and were the tables free from empty glassware and/or crockery?

- 1. Yes (4)
- 2. Mostly (2)
- 3. No (0)

5. Were the carpets/ flooring clean and presentable?

- 1. Yes (4)
- 2. No (0)

6. Was the temperature in the pub comfortable?

- 1. Yes (4)
 - 2. No (0)
-

7. Was the music at an appropriate level?	1. Yes (4) 2. No (0) 3. No Music (2)
---	--

8. Was the pub busy?	1. Yes (4) 2. Steady (2) 3. No (0)
----------------------	--

2. At the bar

1. Was the bar top clean, clear from glassware and well presented?	1. Yes (4) 2. Mostly/ being cleared (2) 3. No (0)
--	---

2. Were the brasses on the fonts/ hand pulls clean and shiny?	1. Yes (4) 2. No (0)
---	-------------------------

3. Did all of the ales/ lagers have a badge/ pump clip?	1. Yes (4) 2. No (0)
---	-------------------------

4. Was there a wine menu present?	1. Yes (4) 2. No (0)
-----------------------------------	-------------------------

5. Was the wine displayed well enough to encourage you to buy a glass?	1. Yes (4) 2. No (0)
--	-------------------------

6. Please take a look at the price list on the bar,	1. Yes (4)
---	------------

did you find the drinks reasonably priced? 2. No (0)

7. What are your thoughts on the current cask ale range? 1. Too many (2)
2. Just right (4)
3. Too few (0)

8. What are your comments regarding the current cask ale range? Open question (text box)

9. How many minutes did it take for you to be served? 1. 0 - 2 minutes (4)
2. 2 + but acknowledged (2)
3. 2 + (0)

10. Were you served in turn? 1. Yes (4)
2. No (0)

11. Were staff dressed appropriately for the pub? 1. Yes (4)
2. No (0)

12. Did the staff serve you in a friendly manner? 1. Yes (4)
2. No (0)

13. Did the staff member display accurate 1. Yes (4)

product knowledge?

2. No (0)

14. Please state what drink you had?

Open question (text box)

15. Was your drink served in the correct type of glass? (e.g. Tiger in a Tiger glass, seasonals/ guest beers in a unbranded glass, spirits and mixers in appropriate glass)?

1. Yes (4)

2. No (0)

16. Please rate the taste of your drink

1. Excellent (4)

2. Good (3)

3. OK (2)

4. Poor (1)

5. Unacceptable (0)

3. Food Service

1. Were the food ordering times displayed clearly?

1. Yes (4)

2. No (0)

2. Were the menus on the table or clearly visible to help yourself/ see?

1. Yes (4)

2. No (0)

3. Were the menus in good condition?

1. Yes (4)

2. Slightly worn (2)

3. No (0)

4. Was it clear how to order your food?

1. Yes (4)

2. No (0)

5. Did you notice any special food offers? If so what were they?	Open question (text box)
--	--------------------------

6. What are your thoughts on the current food offer? Would you change anything?	Open question (text box)
---	--------------------------

7. Was the food served at an acceptable temperature?	1. Yes (4) 2. No (0)
--	-------------------------

8. Were you asked if everything was ok with your meal?	1. Yes, but too soon (3) 2. Yes (2 mins approx) (4) 3. Yes, but too late (2 + mins) (2) 4. No (0)
--	--

9. Did the waiter/ waitress clear your plates in the appropriate time?	1. Yes (4) 2. Yes but too late (2) 3. Were not cleared (0)
--	--

10. Were you asked if you would like anything else?	1. Yes (4) 2. No (0)
---	-------------------------

11. What did you think to the range of food available and the prices?	Open question (text box)
---	--------------------------

12. Do you feel that you received value for money?	1. Yes (4) 2. No (0)
--	-------------------------

	13. Were other customers dining?	1. Yes (4) 2. No (0)
4. Washroom Facilities	1. Please advise which toilets you visited?	1. Male (7) 2. Female (8) 3. Disabled (9)
	2. Were the toilets clean?	1. Yes (4) 2. No (0)
	3. Did you notice any visible damage within the washroom/toilet?	1. Yes (0) 2. No (4)
	4. Was toilet roll provided in the cubicle?	1. Yes (4) 2. No (0)
	5. Was hand wash available?	1. Yes (4) 2. No (0)
	6. Did the pub have hot running water in the toilets?	1. Yes, hot water (4) 2. No, cold water (0)
5. Last Impressions	1. Did you notice any events/ activities messages in the pub that would encourage you to come back e.g. Quiz night, karaoke	1. Yes (4) 2. No (0)

2. From your visit today would you come back/
recommend this pub to a friend?

- 1. Yes (4)
- 2. No (0)

3. If this was your pub what would you do
differently?

Open question (text box)

4. Do you usually drink here?

- 1. Yes (4)
- 2. No (0)
- 3. Sometimes (2)

5. Did staff say goodbye when leaving?

- 1. Yes (4)
- 2. No (0)

6. About You

1. Do you drink or eat in any other pubs within
the area? If so where?

- 1. Yes (4)
- 2. No (0)

2. Would you choose this competitor over your
local Everards pub? If yes, why? (if you don't
visit another pub please write 'no' in the box)

Open question (text box)

3. Are you Male or Female?

- 1. Male (7)
- 2. Female (8)

4. Please indicate your age

- 1. 18 - 24 (1)
 - 2. 25 - 30 (2)
 - 3. 31 - 35 (3)
 - 4. 36 - 40 (4)
 - 5. 41 - 50 (5)
 - 6. 51 - 59 (6)
-

7. 60 - 69 (7)

8. 70 + (8)

5. What is your usual drink?

Open question (text box)

DOCTOR OF BUSINESS ADMINISTRATION

'Hospitableness'

Can the sub-traits of 'hospitableness' be identified, measured in individuals
and used to improve business performance?

Document Six – Reflections

Matthew Blain

September 2011

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1. Introduction

Beginning doctoral research was a process I undertook lightly and without due consideration to the life changing implications of the journey on which I was about to embark. A strong academic record at undergraduate level and a distinction in my post-graduate diploma gave me confidence that whatever lay ahead I could comfortably take it in my stride and deliver results. I had been approached by the DBA programme leader about making an application to the professional doctorate following a commercial assignment that we had undertaken together and flattered to be asked I signed up without undertaking normal due diligence. With a mixture of excitement and uninformed optimism I vividly recall attending the first taught module in Nottingham with the expectation that I would quickly be able to learn the relevant theories, understand the writing formula and be able to produce assignments of the appropriate quality to satisfy the tick boxes of the marking criteria. To me the world was still very much a positivist (Bryman and Bell, 2007) place; I firmly believed that there was always a 'right' answer and that the laws of natural sciences could just as easily be applied to social science. I was happy to trust that academics and researchers of higher intellect than my own would have already analysed all available data to arrive at theories that were universal truths based on information existing at the time. My role as a student was simply to learn and internalise the current batch and to demonstrate competence in applying them to a particular situation or problem. Provided I could competently write up my thoughts in an appropriate academic style tutors would be satisfied and the DBA would be within my grasp.

Imagine my horror when I realised how different the doctoral experience would be compared to my past studies. It was a chilling moment when I realised that I would actually have to 'discover new knowledge' and create my own interpretations of the world around me. The comfort blanket of past glories was quickly pulled back and for the first time in several years I felt intellectually exposed. As understanding slowly dawned that doctorates were about finding your own connections and making your own sense I realised that in academic terms this would be something new. The only connections I had made in the past were between existing theories and observed practice - this time I would be creating the theory.

My under-informed expectations were quickly dashed on the rocks of dawning reality and with them the prospects of picking up another formula-driven academic achievement. Prior to commencement I had perhaps naively placed more weight on the benefits of the network I had planned to build through colleagues on the course than the academic benefit the DBA would bring and yet as the purpose and mission of the DBA revealed itself I couldn't help but be excited at the possibilities before me. I actually remember tingling with anticipation as my mind reached forward and pictured the kind of experience I was about to undertake. Not a formulaic, exam-cram, tick-box exercise, but the chance to actually do something that may in its own small way add a piece of knowledge to the world. A chance to learn, to grow and to expand my thinking capacity beyond existing boundaries; an opportunity to be intellectually challenged and stimulated for a sustained period of time.

The introduction of different epistemological positions and in particular the concept of 'phenomenology' (Fisher, 2007) cemented this breakthrough moment when suddenly the concept of 'grey' became 'black and white'. Finally it was clear why despite my positivist upbringing there wasn't always an answer to everything, why apparently opposing solutions or theories could both be right, and why people sometimes 'agree to differ'. An interpretivist, or phenomenological paradigm could bring research to life as it opened out endless possibilities and removed a deep rooted school-taught psychological fear of not finding the right answer. The idea of the world as a social construct, each of us with our own interpretations and perspectives all equally as valid as the other was exhilarating. Finally, in the DBA I had found a qualification that I could enjoy for its own sake – no longer did I see it as a means to an end, but suddenly I could appreciate what an enriching and inspiring journey I was about to begin. What follows are my reflections and experiences written up from contemporary notes. As I re-trace my steps I hope to give you an insight into my DBA experience and show the pivotal moments that unlocked my thinking and lifted my intellectual capability.

2. Document One

As a practitioner within the hospitality industry the nature and notion of the concept of hospitableness had always fascinated me. I had been lucky enough to spend time with one of the more prolific writers on hospitality through a professional association and had enjoyed many debates on the subject late into the night. We had talked numerous times about whether or not the personality trait of 'hospitableness' actually existed and the proposition

that some people were more naturally hospitable than others. By combining my background as senior HR manager for one of the UK's largest pub companies with the requirement in Document One to map out a three year research arc I saw an opportunity to fulfil my personal interest in answering these questions while at the same time producing something that could be of professional use. With my positivist hat still firmly in place I made the assumption that questions around 'hospitableness' were all answerable and didn't yet anticipate what a rich and satisfying research endeavour the DBA would become.

I found it relatively easy to construct a logical sequence of research that would cover the three years and at the end deliver something of commercial value. It seemed obvious to stage the research in terms of identifying the traits of hospitableness, developing an instrument to measure them and then proving a link between employing hospitable people and delivering business results. Even the requirement to deliver at least one piece of interpretivist and one element of positivist research fitted with my mental construction. Identifying the traits of hospitableness could easily be done from a qualitative perspective while instrument development was clearly positivist and based on quantitative methods, as was the proving of a link to business metrics.

For me the more exciting part of Document One was learning about the different epistemological positions and beginning to discover more about the process of research. I felt that I had entered in to something I was unqualified for and found the possibilities for personal growth fascinating. One particular

method attracted me, that of 'grounded theory' (Glaser and Strauss, 1967), and appealed to my excitement around the discovery of phenomenology. The idea of entering a research phase without a theory to test but instead allowing the theory to emerge from data was fascinating and I could immediately see the application of such a method in my study.

On reflection the greatest trepidation with Document One was actually the most basic student fear of all – that of the word count and the examiner. Although I had written numerous board papers and had undertaken previous academic studies it had been some time since I had last written a piece of work that was due to be assessed in an academic context. As a hobby I had written an 80,000 word novel but this undertaking was completely different and I was wracked with doubt about the way I would structure the document, the style and tone in addition to the quality of the written word and message. Consequently, at this stage of my studies I invested more time researching the academic conventions that would be required than my actual research topic, learning how to structure the document, about the writing style required and the formalities of referencing. However this was valuable time well invested and I was delighted when Document One was returned with an 'excellent pass'. I could now relax that I managed to find the right approach to writing at doctoral level and enjoy the voyage of discovery into my chosen field.

3. Document Two

Having not studied for a number of years and having little information on which to base my literature search plan I set about my task using methods that had worked well over a decade earlier. Strategy in hand I scheduled three days off work, booked a hotel and headed to Nottingham to take up residence in the library. Once I had navigated the complexities of library registration I set up camp at one of the tables and headed for the shelf marked 'H' (for Hospitality). On arrival I was concerned to note that the shelf was sparsely populated, but focussing on my chosen research process I gathered the available texts and returned to my table. As I started to read it quickly became obvious that many of the texts were in the style of undergraduate textbooks, each giving a précis of the subject but without notable exploration or analysis. The few that engaged in a deeper discussion were often old and none were written in recent years. To add to my frustrations the literature I had gathered tended to concentrate on the hospitality *industry*, not the nature of hospitality itself or hospitableness and I returned to my hotel at the end of day one highly dissatisfied and in need of a new strategy.

Over a glass of wine I reflected on my feeble collection of notes and references and began to craft an alternate approach. It was clear that seeking literature on 'hospitality' was not proving fruitful and so I began listing all of the subjects that could be linked to it in order to broaden the search. Religion and culture featured highly, together with service quality and personality. As my thoughts began to gather momentum I felt my energy

returning and I opened the lap top and logged on to the university library through the hotel's Wifi network. I recalled the session on library services from the first taught DBA module and while I had not listened as closely as perhaps I should I was aware that the catalogue could be accessed remotely. Wanting to validate my theory that additional literature could be sought by linking 'hospitality' to other concepts I found my way to the library website and began typing in search strings.

What I discovered astonished me. There were several books listed (although very few that were actually held in stock) and hundreds upon hundreds of journal articles including many about the subject of 'hospitality'. It was like striking gold. In previous academic studies I had paid only passing interest to journal articles and yet here there was more material to inform my studies than I could have ever dreamt of. Bubbling over with excitement I began accessing free text versions of the documents and like a child in a sweet shop began clicking through page after page of fascinating research. Along with a few poor quality papers there were abundant studies that instantly drew me in. My natural interest drove me to read more and more and when I eventually logged off it was in the early hours of the morning.

The next day I returned to the library to test my discovery that the era of the library book had passed and after swift confirmation from the still poorly stocked shelves I checked out of my hotel and headed for home. Safely installed in my office I logged on and began to explore. I quickly amassed a wealth of information and having dutifully printed it out settled down to begin

reading. However it quickly became obvious that my manual system of writing down references and capturing key information or quotes would be inadequate and so I purchased the 'Endnote' software to assist. With a bit of configuration I was able to find a way to import references directly from either the library software or 'Google Scholar' and within the first few weeks of study had established a lean and efficient research system that would serve me well for the rest of my doctorate.

The early stages of my literature search concentrated on three areas – service quality, the history of hospitality, and the concept of personality. I began by simply reading articles that were of interest but very quickly discovered the joy of investigative research. Despite the wealth of information available on the subject the most productive and emotionally satisfying sessions came from following up references to build research threads that could be taken all the way back to 'source' articles and seminal texts. I became like a journalist chasing down a story, and surprised myself at the sheer pleasure that could be derived from such an activity. The greatest challenge and (arguably the most important skill) was being able to choose the right 'leads' to follow. With each journal article often having in excess of thirty references the scale of the task could quickly grow beyond the time available if discretion was not exercised with diligence. However, to aid this task Google Scholar lists the number of times an article has been cited by others, and while I would never entirely trust the accuracy of this type of online rating system it certainly proved helpful in prioritising my research activity. As my body of knowledge grew I also gained an awareness of the

key authors in the field – names that appeared again and again and whom were obviously significant.

I enjoyed enormously the literature review and could feel my competence in the subject of hospitality growing throughout the experience. It played to my strengths and my love of learning, satisfying a natural curiosity for the topic. I was surprised at how thrilling I found the process of discovering different arguments or viewpoints on the subject and I enjoyed the exploration of both synergies and differences. The nature of the subject and the complexity of multiple perspectives demonstrated clearly the interpretivist paradigm and consciously experimenting with the grounded theory approach I allowed myself to read at length until a conceptual framework for my own research began to emerge. However, with hindsight it was ironic that despite this approach I still ultimately sought one ‘truth’ for my framework – a collating of all current thinking to produce one definitive version (which of course, later proved to be wrong as new information became available!).

It was also through the literature review that I discovered how little research had been done into the notion of ‘hospitableness’, a finding that both excited and intimidated. It was concerning that I was building a three year research arc on a topic for which there was little existing material, and yet the fact that it was so new tantalised like a fresh snowfall that was waiting to be walked on. It was with a sense of anticipation that I entered the next phase of my journey.

4. Document Three

Document three by stipulation had to be crafted from an interpretivist standpoint, something that didn't immediately appeal to my historic perception of good science and not a perspective that my academic experience to date had prepared me for. In time honoured tradition and without due consideration I quickly prepared a questionnaire that sought to discover the traits of hospitableness in order to validate my conceptual framework. I had crudely described hospitableness as a two dimensional construct, with behaviours of a good host on one side and motives for providing hospitality on the other. My review of the literature had suggested that the most genuine form of hospitality was found in the domestic environment and so the questionnaire asked participants to consider a time that they had hosted friends at home. Attempting to make the research method 'interpretivist' I asked open questions such as "In what way were the tasks split between you?". However I quickly generated a significant volume of data and then struggled to process the information. Not for the first time during the doctorate I felt intellectually exposed and realised that I was ill-equipped from previous studies to be able to handle the qualitative responses that I'd generated.

In the first of several similar diversions during my studies I had to take time out to research methods by which data such as mine could be analysed and eventually settled on semiotic analysis (Saussure, 2008). At first (and still with my undergraduate mindset) I resented the time it took to research a topic that wasn't my core interest, but as I began to learn about methods such as

the critical incident technique (Flanagan, 1954) or discourse analysis (Bryman and Bell, 2007) I actually discovered it to be quite a fulfilling exercise. I realised that learning was fun, whatever the topic, and to this end my team at work now have a 'norm' that is "I learned something new this week" which attempts to drive the behaviour of continuous and lifelong learning I developed during my DBA.

In conversation with my academic supervisor it was also this stage of the research that led to a significant revelation in my own personal journey. I had been so focussed on the subject of hospitality and the desire to discover new knowledge that I'd not really paused to reflect on the true purpose of the DBA. In business terms we would describe it as a 'light bulb' moment, and as I grappled with different research methods my supervisor supported and encouraged the effort I was expending, describing the doctorate as an 'apprenticeship in research'. The description had an immediate intellectual impact and I suddenly realised that what I was doing was arguably at least as important as discovering more about hospitableness. I suddenly saw that the point of the DBA was to become competent in research, a skill that would then allow me to discover new knowledge not just during the doctoral programme but hopefully for the rest of my life. I realised that achieving a doctorate was not just about being an expert in the field of hospitality, but as much about expanding my ability to think, my capacity to learn and being accepted into the research community. It was an incredibly freeing revelation – I suddenly felt the burden of discovering the new 'truth' in my field lifted.

That said it quickly became obvious that despite my discovery the answers to the survey would not in themselves generate enough data to pass muster at DBA level and I did still have a very practical research goal to achieve. I had received a strong response rate by using a convenience sample of personal contacts and their secondary networks but my hastily drafted questions had not generated the depth of response that I felt necessary to really explore the nature of the hospitableness trait. Left with an inconclusive research finding and not significantly nearer to identifying the sub-parts of hospitableness I was conscious of the looming closing date for the assignment and began to feel that 'deadline dread' that I had not experienced since my original degree. It was then I conceived my participant observation experiment, something inspired by the Channel Four series 'Come Dine with Me' on UK television.

My wife and I were going away for a week at New Year with three other couples and I arranged that each couple would take it turns to 'host an evening'. They would be responsible for everything from the menu, to the cooking, the table layout, the music, the drinks and the entertainment and as researcher I would participate in each evening and write up my observations. The following day I would conduct video debriefs with the hosts and so create the opportunity to contrast the survey findings with a deeper exploration of behaviours witnessed and reflected on. It was a breakthrough moment in my research with the richness of the data quickly unlocking my thinking around the conceptual framework, filling in the detail and for the first time suggesting that the dimensions of hospitableness may be hierarchical rather than a continuum.

What surprised me however was the resistance I received from one of the participating couples who disclosed on arrival that they were uneasy about being observed. I have known this particular couple for my whole adult life and it taught me a very important lesson about research. Although I had used participant information sheets and consent forms as per the University standard I had probably paid lip service to the contents in the way that I briefed them in, relying largely on the goodwill of old friends for their participation. I was shocked when this couple revealed that they didn't want to take part and afterwards regretted that I had not spent significantly more time discussing the aims and objectives of the research project prior to the experience taking place in order to win their support. I had to honour the commitment that participation was voluntary and so although they were present each evening the final research notes excluded any mention of them. I made a note to myself that thorough and professional introduction to the work is an important part of the process if a researcher is hoping to persuade people to volunteer their time. There is after all nothing to be gained from taking part and so research generally relies on goodwill. For it to be freely given the participant needs to see the value of the work and to understand how their participation can make a difference to the outcome. With that reflection seared into my memory I was ready to move on to the next stage of my research.

Overall I found the phenomenological phase of my research highly satisfying and was fascinated by the way in which so much data managed to distil itself

into key themes almost without intervention. I found it an enriching experience using grounded theory to immerse myself in the subject without any particular hypothesis to test and to allow the theory to form around me. It was also liberating to know that I was no longer looking for the one 'right' answer – whatever conclusion I reached would be valid as it represented my interpretation of the information available even if it was different from a finding that someone else would have made. I hadn't expected to enjoy this module, but actually found it one of the most stimulating and personally developmental parts of the programme.

5. Document Four

Having now refined the conceptual framework I entered into Document Four with a working model of the traits of hospitableness and a greater confidence as I was now firmly back on familiar positivist ground. The university regulations stipulated that this document should be quantitative in focus and it seemed a perfect opportunity to begin development of an instrument to measure hospitableness. At conceptual level this seemed straight forward and I set about writing question statements to feature in the instrument. I began by researching the different types of questionnaire or survey that were used for other personality profiling tools. In my professional life I'd always been a fan of Myers Briggs and early drafts of my tool were conceived around an either/or logic where participants would choose between two statements. This appeared a clever design and would have enjoyed high face validity given the similarity to such a widely accepted instrument but after early testing I realised that it was inconsistent with my conceptual framework. The

either/or logic would suggest that individuals were either biased toward the behaviours of hosting or toward the motives of being a good host whereas my research to date had suggested that while it was possible to 'behave' like a great host without the 'motives' for such behaviour to be genuine, it was equally possible for a host to both behave and be motivated in a positive way simultaneously. The either/or instrument would not have been able to diagnose this and so my final design was amended to ask three questions for each sub-dimension against a Likert scale of 0-7, and to then add the results cumulatively.

I was disappointed not to have designed something more radical and the only compensation was that at least one question in each trio was negatively worded to add variety to the mechanism. As part of my research into methods I had learned about reliability (Churchill Jr, 1979) and validity (Cook and Beckman, 2006) and my intention was that each of the questions in a triplet would behave in the same way (given that they purported to measure the same thing). However despite my first degree having been in Japanese Quality Methods I had to confess to a lack of knowledge of quantitative methods and so spent considerable time during the formation of this document trying to get help. I met a researcher from Sheffield Hallam University and arranged a telephone conversation with a statistician from The Nottingham Trent University but without making any real progress. Ultimately I was advised that the point of the document was not about demonstrating statistical competence and that it was sensible to base my analysis on simple techniques. This was at odds with my understanding of the DBA as a

research apprenticeship and after experimenting with modes, medians and boxplots I eventually sourced SPSS (the computer based statistical analysis package) and taught myself how to complete bi-variate analysis. It was a tedious process with questions being analysed in pairs against the others in their triplet to seek correlations. I then plotted these against each other in a grid to compare the results.

Choosing the appropriate statistical test was a study in itself, and having learned about ordinal and interval data I discovered a debate in the research community about which form of variable was produced by a Likert scale. The significance was that it would render either Pearson's 'r' test or Spearman's 'rho' the most suitable correlation analysis and uncertain at this stage of my research I ultimately chose both. It was fascinating to analyse the data being returned from the survey and I felt the same excitement as my response rate grew that I had felt during the initial phases of the literature search. It was similar to the anticipation felt immediately prior to setting off on a holiday to an unseen destination - the expectation of finding new things and of discovering unseen places. I noted with enthusiasm how each level of analysis appeared more rigorous than its predecessor and gathered pace as I worked through my results. It was devastating therefore to reach the end of my calculations and realise that whatever the method used my instrument ultimately lacked internal reliability – very few of the question sets correlated against each other in the way that they had been designed to. While there were minor differences in the results between Spearman's 'rho' and Pearson's 'r' tests they were not significant and the choice of test did not alter my findings.

Downbeat and disheartened I convened an urgent meeting with my supervisory team and as a consequence inadvertently reached another important milestone in my doctoral journey. In conversation realisation gradually dawned that despite my disappointment a finding in favour of the null hypothesis was still a valid research finding. It simply meant that instead of achieving my desired outcome of a working instrument at the end of document four I would have to return to the development of the tool in document five. For now though, I could write up my findings and submit my work for assessment.

6. Document Five

The final document in the research journey carried a larger word limit than its predecessors and allowed much greater freedom in terms of methodological stance. The size of the document permits more detailed work to be covered, which was something of a relief given that the development of the instrument from document four would now have to be carried over and with it the necessary positivist stance (despite my original preference to have used document five for further experimentation with phenomenology). In light of the failure to develop a working instrument in document four I had to amend my research questions so that the majority of document five could be turned over to the continuation of the development of my profiling tool, with a now smaller section allocated to the testing of the instrument in a commercial setting. This latter work had originally been planned for the entire document and as a

consequence of earlier failures will now in part have to be delivered post-doctorate as part of my private consultancy work.

Disappointed by document four, I met with my supervisors prior to the commencement of document five to debrief on what had gone wrong. Years of management training was hard to suppress and in true 'traffic light' style I wanted to focus on the exceptions (or red lights). The subsequent discussions led to a complete re-thinking of my conceptual framework and approach to instrument design. They led me to banish my musings from earlier documents on the traits of hospitableness and return to the literature to try once more and uncover inspiration from the writings of others. I targeted the seminal texts and authors in the field and drew together an updated list of traits or qualities of hospitableness together with key features of the wider subject of hospitality. It was refreshing to note how the literature had evolved over the previous two years and it was clear that this was now becoming a popular and growing field of study. I was also delighted that this time around I was much quicker and more effective in my search, not only drawing on existing knowledge of the subject but also in applying much of my learning on the use of electronic media. The only frustration I felt at this stage of writing my thesis was on discovery that the University had changed the way they managed their 'Athens' subscription and that I could no longer link directly to third party databases from Google Scholar. Instead I had to learn how to use the library's own meta-search facilities.

My conceptual framework (now in its third iteration) evolved into a four dimensional model, this time covering *types* of hospitableness (cultural, religious, reciprocal and altruistic) rather than *levels* of hospitableness. I now took the view that the behaviours of hosting could easily be learned and that as such, diagnosis of existing skill levels was unimportant provided suitable training was available. My focus was also beginning to turn toward using the instrument in a commercial setting, and given the potential size of a profiling tool that sought to measure across all four dimensions of my restructured conceptual framework I made a very practical decision to focus on just one – the dimension of altruism. This was the closest measure I could get to ‘pure’ hospitableness where people are hospitable for its own sake (not because their culture or religion demands it, or because they want something back in return for their actions). The leap of faith I made was that it was this dimension that carried the highest probability of a positive impact on the quality of customer service.

I carried forward some of the questions that had demonstrated a correlation from document four and wrote new statements to join them which attempted to describe the altruistic traits of hospitableness (again in triplets), sending them off to my trusted convenience sample who by now were answering their third iteration of my questions. In document four I had discovered ‘SurveyMonkey’, electronic survey deployment software that automatically formatted the responses into a spreadsheet and consequently the answers came back within a week ready for download into SPSS. I eagerly ran my calculations convinced that this time I would find each trio of questions neatly

correlating and cannot describe my bitter disappointment when I discovered that the internal reliability of my new instrument was little better than that of its predecessor.

I suffered several days of soul searching, wondering what could have gone wrong and it was just as I was struggling to see a way forward that I revisited the work of Chris Argyris (1977) on double loop learning. It occurred to me that in my redesign I had essentially been around a single loop – although the basis for the questions had changed I was still designing statements in sets of three with one being negatively worded. A conversation with my supervisor caused me to challenge the logic that the third question in each set had to be negatively worded – might it be possible that negative phrasing was inappropriate in a questionnaire about a subject that was inherently positive? Having challenged the governing variable that the questions should be written in the style I had previously chosen I quickly re-worded the negative questions and sent out an updated survey to a small sample to test the hypothesis. However despite my anticipation of a breakthrough I was once again frustrated when the findings came back showing no significant movement. I was now right up to my deadline and had to apply for a year's extension as the work was nowhere near to completion. I was at a low point, and rarely missing deadlines in my private life had to dig deep to stay motivated. I reflected at length and went through some tough moments as I struggled to discover a way forward.

It took me many weeks to understand what might have happened. Each of my three failed question banks had been reviewed by supervisors and friends and were generally deemed to have high face validity (Furnham and Drakeley, 2000). Eventually I returned to the idea of double loop learning and challenged myself over whether or not I'd really updated my underlying beliefs and assumptions in the light of recent events. The thinking this unlocked was both remarkably simple but also incredibly powerful and subsequently cleared the blockage in my research process. I finally made the connection that it may not be the statements themselves that were the problem, more that I could be forcing the wrong ones together in each triplet of questions. Through the latter stage of instrument development I'd learned on SPSS how to produce a single correlation matrix and I now correlated all question statements against each other in one large table. I set rules around what I would deem an acceptable correlation (given the low sample size of around thirty), and set about seeking questions that showed either a positive or negative relationship with at least four other statements at the 99% confidence level. Finally I had the advance I was looking for and found three sets of four questions that not only correlated internally, but for which the sub-totals also correlated – total internal reliability. I found that I could then map these back to the themes I had originally extracted from the literature and discovered a high degree of consistency between the questions and the re-grouped dimensions.

The only remaining problem was that an instrument with just thirteen questions would lack credibility in a commercial environment, but with

renewed energy I quickly reworded the statement bank into one or two word personality traits and sent it out again – this time I produced four sets of four question statements that showed inter-correlation. High on adrenalin I realised that I was now in a position to proceed to industry – the part of the research that I'd been anticipating for three and half years.

Finding a pub company that was willing to allow a researcher into their estate proved time-consuming. Although not difficult (on account of my network from time spent working in the hospitality industry) I found that meetings could take weeks to arrange and the process of gaining approval was rather slower than would have been ideal. I was fortunate that a regional brewer was willing to support my work, but not without a catch. They requested that all of the surveys were conducted by telephone or face to face rather than using the online tool I had previously exploited. This added a considerable amount of work to the research process and placed significant pressure on the final deadline.

Finding time to telephone each of the 100 tenants put forward by the brewery presented a notable challenge and calls were made at all times of the day (and night) over a two month period whenever opportunities presented themselves in my schedule. Once responses had been captured the data analysis proved relatively straight-forward using by now familiar techniques and with minor tweaking it was a relief to discover that finally, after four attempts, my instrument could be said to have achieved internal reliability. However after short-lived euphoria it then went on to fail validity analysis

based on the model that I had chosen as my evaluation tool and I was once again faced with that all too familiar feeling of disappointment from earlier documents. To add insult to injury the hospitableness scores had also failed to show even a flicker of correlation with business information such as like for like sales.

I had chosen the tenanted pub sector as the context for my research based on the argument that owner-operated hospitality businesses were the most likely commercial setting for the attraction of naturally hospitable people (Di Domenico and Lynch, 2007, Lashley and Rowson, 2010). I had predicated my research on the hypothesis that the dependent variable for hospitableness would be customer satisfaction and it wasn't until the field research was substantially complete that it became evident that the host company did not collect this information. The customer measure they used wasn't the customer satisfaction programme I had initially understood it to be.

Too late to change horses I was left with no alternative but to conceive like for like sales as a proxy measure and to take the leap of faith that customer satisfaction would in turn impact spending behaviour. However a number of issues were identified with 'moving annual total' as a proxy measure and it was extremely frustrating when the DBA ultimately concluded without being able to successfully validate the profiling tool that had been developed. However, having approached a number of alternate pub operators it was quickly evident that customer satisfaction data would not have been available in any of them and that the failure of the research in this respect could

perhaps ultimately be viewed as a failure of the tenanted pub sector to understand their customers. To effectively validate the instrument it will now be necessary to conduct the research in a different sub-sector of the hospitality industry.

Throughout my doctoral journey I had clung to the belief that a reliable, valid instrument would be developed that correlated to metrics of customer satisfaction. I had achieved part of that dream, but the full realisation of it had ended tantalisingly just out of my grasp. Most frustrating was that I was now out of time for my doctorate but could already see where the next iteration of my research should head. I had to concede this particular battle and be content to flag it in my document with an intention to return to it post DBA.

7. Reflections

I have changed as a consequence of my doctoral journey. At the beginning of the qualification I recall the programme leader plotting a graph showing the steep curve of change that would take place in my thinking ability and remember clearly my scepticism at the suggestion that the next three years would expand my intellectual capacity and broaden my perception of the world. However that is exactly what has happened, both gradually and with defined step changes along the way. My competence in constructing compelling arguments, of understanding different perspectives and the realisation that the world is a social construction of those who inhabit it have

genuinely moved me to a different intellectual plane from where I began the doctorate in 2007.

A defining moment came for me during a session on philosophy within one of the study blocks. The tutor was toying with us, teasing and challenging our thinking and eventually he asked the time honoured question about the chicken and the egg. After some lively debate he intervened and suggested that we were talking from the perspective of the egg being the means by which a chicken reproduces itself. He asked if it had occurred to us that the chicken might be the egg's means of reproduction. It was like being struck by a lightening bolt. Of course we hadn't, and the suggestion laid bare how constrained our thinking had been - in many cases for our whole lives up to this point. Growing up we build a mental map of rules, norms and assumptions to guide us through life and keep us safe, but in doing so inadvertently shrink the world. The power of the moment remains with me and as a father of two young children I now consciously try not to contract their world and to continuously challenge and debate with them to keep their minds alive with possibilities.

Professionally I have moved during the programme from being a consultant, to fulfilling interim assignments to a permanent appointment, all with different companies, and with each move has come a significant workload that has impacted on the time I could spend on the DBA. I am also a local politician and as Deputy Leader of a local authority have had to devote considerable time to navigating the credit crunch, economic crisis and subsequent

spending cuts. Finding time for research was incredibly challenging and something that the pre-course literature does not adequately prepare you for. I discovered that the only way to adequately progress my work was to book 'study blocks' away from work. Working on day rates this came at a financial cost and took my total investment in the DBA to tens of thousands of pounds, but did provide me with the opportunity to focus in a meaningful way on the work in hand.

The DBA programme has undoubtedly increased my intellectual fire power and with it the opportunity to influence and mould policy in the work environment. There is an immediate credibility granted to you when people learn that you are studying at doctoral level, but I have found that the increased ability to craft an argument and a wider appreciation of the socially constructed world around me have created an opportunity to build on this platform and become a key opinion shaper.

Post-doctorate I intend to return to my studies and continue the development of my instrument for use by businesses in the hospitality industry. The company that hosted my research are keen to make use of a profiling tool as part of their selection process for new tenants and with further work it should be possible to craft a scalable instrument capable of wider roll out.

Studying for the DBA has been one of my most enjoyable experiences of recent years and the other legacy of the programme is a desire to continue my academic career in the future. I underestimated how much I would love

learning and researching at this level and while for now I have unfinished business in the corporate world my career plan has been updated post-DBA to include a switch to academia in middle age. In the meantime I hope to pursue the further research signposted in Document Five.

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